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THE CITY OF SAN DIEGO
REPORT TO THE CITY COUNCIL

DATE ISSUED: June 17, 2008

REPORT NO: 08-092

ATTENTION: Council President and Members of the City Council
Agenda of June 23, 2008

SUBJECT: Managed competition support contract

REFERENCE:

REQUESTED ACTION:

- 1) Authorize contract 8520-07-Z with Grant Thornton, LLP for managed competition statement of work (SOW) development and program support with an authorization to expend not to exceed limit of \$1,100,000, contingent upon funds being available.
- 2) Authorize the City Comptroller to appropriate and expend \$400,000 in the Business Office (Fund 100, Dept 210) from the General Fund appropriated reserves (Fund 100, Dept 602) to fund managed competition consultant support.

STAFF RECOMMENDATION:

Approve requests.

SUMMARY:

Background

The Mayor and City Council of the City of San Diego are committed to delivering quality services to taxpayers, residents and visitors in the most economical and efficient manner possible. This commitment can also be expressed as delivering services through "competitive government," defined as government with processes in place to validate that service quality and costs are comparable to those offered by an legitimate available provider. This commitment was codified in the City Charter by Proposition C – Managed Competition, which was approved by the citizens of San Diego on November 7, 2006, which added language to section 117 (Unclassified and Civil Services) stating:

The City may employ any independent contractor when the City Manager (Mayor) determines, subject to City Council approval, City services can be provided more economically and efficiently by an independent contractor than by persons employed in the Classified Service while maintaining service quality and protecting the public interest.

Managed competition provides a structured, transparent process that allows an open and fair comparison of public sector employees and independent contractors in their ability to deliver services to our citizens. This strategy recognizes the high quality and potential of public sector employees and seeks to tap their creativity, experience and resourcefulness by giving them the opportunity to structure organizations and processes in ways similar to best practices in competitive businesses.

Some essential elements of a successful managed competition program are detailed preliminary planning and a well-defined, performance-based Statements of Work (SOW). In order to gain the specialized knowledge and experience necessary to support these processes, the managed competition program issued Request for Proposals (RFP) number 8520-07-Z-RFP on October 19, 2006 with a closing date of November 16, 2006.

Thirty-seven potential proposers were contacted. Responsive proposals were received from BAE Systems, BearingPoint, Inc., Grant Thornton LLP and Management Analysis, Inc. Technical proposals were evaluated separately from price proposals, and a ranking was established for each category. Proposals from BearingPoint and Grant Thornton were evaluated as technically acceptable. Based on the final technical and cost rankings, Grant Thornton rated as the best-value provider and was notified that the City accepted their proposal on April 12, 2007 with a one-year contract, with four option-years. The contract was executed under signature authority of the then-Director of Purchasing and Contracting. Since that time, the process by which the City awards contracts has changed. As a result of the City Attorney's Memorandum of Law 2008-01 dated February 11, 2008, the City now formalizes the award of contracts with a Memorandum of Agreement (MOA) which is signed by the Purchasing Agent and a valid representative of the consultant and then the entire contract is approved for form and legality by the City Attorney's office. Purchasing and Contracting has revisited the award of this contract and prepared the MOA.

The City executed the first renewal option on March 4, 2008. The scope of work for the consultant includes, but is not limited to: preliminary planning which includes functional scoping and grouping, workload and data systems collection, market research, and determination of baseline costs; development project schedules; SOW and RFP development support; post-award support; training; and overall project support.

This contract is an "indefinite delivery, indefinite quantity" (IDIQ) format wherein task orders are issued on an as needed basis. As noted in the RFP, "this contract type is used when the exact delivery times and/or quantities of services required under the contract are not known when the contract is awarded, but a recurring need is anticipated."¹ Included in the RFP was a cost comparison worksheet that dictated a set quantity of hours (6,100) and was to be completed by proposers and included as their price proposal.² The hours indicated in this worksheet were for comparison purposes, as addressed by the RFP in stating that "contract award does not guarantee any minimum or maximum amount of work"³ and "...hours listed in Section VI are only estimates, and represent a general ratio of hours required for this type of work, which will be used for price evaluation purposes"⁴. In fact, this RFP was published with estimated hours on October 19, 2006,

¹ 8520-07-Z-RFP, Section I, Item C – Objective, page 5 of 43.

² *Ibid.*, Section VI, 39 of 43

³ *Ibid.*, Section I, Item C, 5 of 43

⁴ *Ibid.*, Section V, Item A, 37 of 43

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nearly three weeks before the voters passed the ballot initiative (Proposition C) authorizing the managed competition program on November 7, 2006. This timing unmistakably demonstrates that there was no intent to enter into a contract in excess of the authorized levels (i.e., \$250,000 per annum) because there was no way of definitely knowing whether the managed competition program would exist.

Contract Update

To date, we have used the contract to perform discrete elements of work in support of the managed competition program. Council was notified of the contract award and the expenditures to date on September 7, 2007 in Report to Council 07-142⁵. Council was notified of the intent to bring the contract forward for ratification on March 18, 2008 in Report to Council 08-040.⁶ While there was an error in the original letter of award, the intent was always to bring the contract to Council for ratification prior to commencing the in-depth work of developing Statements of Work or exceeding the dollar-value threshold.

The City has issued task-orders under limited notice to proceed for discrete elements of work to assist the City with program development and preliminary planning. The task orders, their value and purpose appears below.

	Period of Performance	Amount Expended
Task Order 1, dated 03/16/2007	03/21/2007 - 03/30/2007	\$7,733.50

The first task order issued to Grant Thornton was to provide City leadership with an overview of managed competition and to participate in a two-day planning session.

	Period of Performance	Amount Expended
Task Order 2, dated 04/05/2007	04/09/2007 - 05/31/2007	\$46,307.00

Under task order two, Grant Thornton assisted the City's managed competition program in moving forward by documenting recommended roles and responsibilities associated with the program, reviewing and providing recommended changes to the tools and templates used by the program team, defining proposed implementation plans for the components of the program, and researching practices used by other municipalities engaging in managed competition.

	Period of Performance	Amount Expended
Task Order 3, dated 04/05/2007	Cancelled 04/12/2007	\$0

	Period of Performance	Amount Expended
Task Order 4, dated 06/04/2007 and modified 11/19/2007 and 2/19/2008	06/04/2007 - present	\$195,097

⁵ ***Contract for a Consultant Support Firm.*** Through a competitive Request for Proposal process, Grant Thornton LLP was selected to assist in the development of the program and strategic planning for program implementation. Thus far, the firm has been awarded four (4) task orders totaling \$202,185."

⁶ ***Statement of Work Support Contractor.*** We have begun routing a 1472 bringing to Council for ratification the award of a contract with Grant Thornton to provide preliminary planning and statement of work support. We anticipate this will be docketed by the end of March and before full Council by the middle of April."

Under task order four, Grant Thornton assessed personnel information City-wide to develop a method for tracking which positions associated with what functions have been deemed to be inherently governmental. In addition, the contractor developed a tool to assist the City in decomposing its functions and to create a functional breakdown structure for the City. This effort supports our Business Process Reengineering work as we're able to understand where like activities are conducted across the organization and it supports managed competition as we work on scoping and grouping activities for functions assessed for and moving into competition.

In advance of the pre-competition assessments commencing, Grant Thornton developed a data call template and a draft report format for the pre-competition assessment reports. The contractor representatives provided training to the managed competition team on the managed competition process to follow, such as explaining what types of data will be required at what levels of detail for progressing to Statement of Work development. In addition, the contractor provided training to pre-competition assessment teams, attended the majority of pre-competition assessment team meetings, and assisted teams in conducting their pre-competition assessments by answering questions on how risks to competition can be mitigated through the procurement process. The Grant Thornton team conducted market research in support of the pre-competition effort and reviewed each pre-competition report for data accuracy and sound analysis.

Finally, Grant Thornton provided overall program and technical support to the managed competition program team by helping to build-out project schedules and by developing project management tools such as risk matrices.

The dollars expended on the contract to date is \$249,137.50. The total value of the contract is \$249,184.50.

Next Steps

The managed competition program has made significant progress. The first pre-competition assessments are complete and the results were announced by the Mayor on May 2, 2008. Eleven functions were deemed eligible and appropriate for competition and it was determined that five of those eleven should move immediately into competitive procurement (Container delivery services, Dead animal pick-up, Greenery compost facility, One-fifth of solid waste collection services, and Street sweeping). Consequently, the need for more robust support is necessary as these functions commence SOW preparation and RFP development.

To support this next phase in the program, it is requested that the Council authorize the contract and provide the necessary funding. Approval of the Grant Thornton contract will enable us to allocate funds to tailor cost evaluation software to assist the Managed Competition Independent Review Board (MCIRB) in determining which proposal provides "best value" to the City, to provide training on such to stakeholders, and to support Statement of Work development, providing protections to employee teams and the City's residents by assuring that the Requests for Proposals that are generated through managed competition are clear, comprehensive, and developed in a timely fashion using the best procurement practices. A delay in Council's approval of this contract will slow our progress in managed competition dramatically.

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FISCAL CONSIDERATIONS:

Funding to support this contract is requested in the amount of \$400,000 via transfer from Fiscal Year 2008 General Fund Appropriated Reserves. The remaining funding requirement will be drawn from the proposed Fiscal Year 2009 budget as approved by Council.

PREVIOUS COUNCIL and/or COMMITTEE ACTION:

March 27, 2006. City Council adopted Ordinance O-19474, placing on the November 7, 2006 ballot the proposition to amend Article VIII of the City Charter by adding subsection (c) regarding the use of managed competition to section 117.

January 9, 2007. City Council approved Ordinance O-19565, which amended Article 2, Division 37 of the Municipal Code.

COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS:

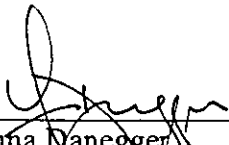
Thirty-seven potential contractors were contacted and made aware of the RFP. The RFP was advertised in the *San Diego Daily Transcript* and posted to the City's official web site.

KEY STAKEHOLDERS AND PROJECTED IMPACTS:


Interested parties include:

- The voters of the City of San Diego, who expressed their enthusiasm for a managed competition program within the City of San Diego (City) through their approval of Proposition C in November 2006 by a better than 60:40 margin.
- City employees
- The City's recognized labor unions
- Local businesses
- The residents and visitors of the City of San Diego

Managed competition is intended to aide the City of San Diego in ensuring that it is delivering quality services to taxpayers, residents, and visitors in the most economical and efficient means possible.



Anna Danegger
Director, Business Office



Jay M. Goldstone
Chief Operating Officer

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CITY OF SAN DIEGO

PURCHASING DIVISION
1200 Third Avenue, Suite 200
San Diego, CA 92101-4195

Proposal No. 8520-07-Z-RFP

REQUEST FOR PROPOSAL

Closing Date: November 16, 2006
@ 4:00 p.m. Pacific Standard Time
(PST)

Subject: Furnish the City of San Diego with **Preliminary Planning and Statement of Work (SOW) for the Managed Competition Initiative**, as may be required for a period of one (1) year, with an option to renew for four (4) additional one (1) year periods, in accordance with the attached specifications.

Company _____
Federal Tax I.D. No. _____
Street Address _____
City _____
State _____ Zip Code _____
Tel. No. _____ Fax No. _____
E-Mail _____

Name _____
[PRINT OR TYPE]
Signature* _____
Title _____
Date _____

**Authorized Signature: The signer declares under penalty of perjury that she/he is authorized to sign this document and bind the company or organization to the terms of this agreement.*

ONLY PROPOSALS WITH AN ORIGINAL SIGNATURE
WILL BE ACCEPTED.

This cover page must be completed and submitted as part of your bid.

If your firm is not located in California, are you authorized to collect California sales tax? ☐ YES ☐ NO

If YES, under what Permit # _____

Cash discount terms _____ % _____ days.
[Terms of less than 20 days will be considered as Net 30 for bid evaluation purposes.]

FOR FURTHER INFORMATION CONCERNING THIS PROPOSAL

MICHAEL WINTERBERG/bl9, Procurement Specialist

Phone: (619) 533-6441 Facsimile: (619) 533-3230

E-mail: MWinterberg@sanjiego.gov

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I. BACKGROUND, SCOPE OF WORK, AND OBJECTIVE**A. BACKGROUND**

Over the past several years, the City of San Diego has faced major challenges related to funding and budget and delivery of services. In the current environment of limited revenues and the increasing demand for services, the City must maximize use of its resources. As part of Mayor Jerry Sanders' overall commitment to make the City more efficient, cost effective and competitive a Managed Competition initiative is currently being contemplated for City departments.

This Request for Proposal (RFP) is being issued to solicit proposals from qualified Proposers to provide consultant services in support of the Managed Competition initiative for activities, services and/or functions performed within the City. Specific requirements include Preliminary Planning and Statement of Work (SOW) Development.

B. SCOPE OF WORK

The Contractor shall furnish all reports, facilities, equipment, materials, services, and management of the total work effort associated with the consulting services specified in this RFP to conduct and deliver fully developed Preliminary Planning and SOW for the functional areas identified in issued task orders. The Contractor shall be available and ready to provide on-site consulting services for the Preliminary Planning and SOW within fourteen (14) days from notice of award of a contract.

Functions that may undergo managed competition include but are not limited to:

1. Solid waste collections and disposal
2. Recyclable waste collections and processing
3. Greens waste collections and recycling
4. Landfill operations
5. Fleet maintenance
6. Streets pavement maintenance
7. Traffic signal maintenance and operations
8. Urban forestry maintenance management
9. Grounds maintenance
10. Custodial services
11. Plan check

12. Recreation operations and management

C. OBJECTIVE

The objective of this RFP is to make an award to a qualified Contractor that delivers the best overall value to the City considering the evaluation factors in this RFP. The successful Proposer will be required to meet the City's specifications and requirements of this RFP while offering a competitive and effective Preliminary Planning and SOW which will result in a successful managed competition program, in accordance with Section IV "Specifications".

Task Orders will be issued on an as-needed basis, indefinite delivery and indefinite quantity (IDIQ) throughout the term of the contract. This contract type is used when exact delivery times and/or quantities of services required under the contract are not known when contract is awarded, but a recurring need is anticipated.

Administration and oversight of a contract(s) that is/are awarded as a result of this RFP will be provided by the City's Purchasing & Contracting Department, Managed Competition.

Contract award does not guarantee any minimum or maximum amount of work. This contract is not an exclusive contract and the City reserves the right to purchase these services from other sources when it is in the best interest to do so and without notice to Contractor(s).

The contract term shall be for a period of one (1) year, with an option to renew for four (4) additional one (1) year periods, in accordance with the attached specifications.

II. RFP PROCESS

A. PROCUREMENT SPECIALIST – ISSUING OFFICE

Proposers who have received this RFP from a source other than the Procurement Specialist listed on the cover page should immediately contact the Procurement Specialist and provide their name and mailing address in order that addenda to the RFP, or other communications, can be sent to them. Proposers who fail to notify the Procurement Specialist with this information assume complete responsibility in the event that they do not receive communications prior to the closing date.

B. ESTIMATED RFP PROJECT SCHEDULE

The City has established the following project schedule for the RFP process; however the timeline is tentative and subject to change. Updated schedules may be provided. The schedule is intended to assist the City and the Proposers in the coordination of the project.

Action	Day and/or Date
1. Solicit Proposals	Thursday, October 19, 2006
2. Questions due from Proposers, in accordance with Section II, Paragraph C "Questions"	Thursday, November 2, 2006
3. Closing Date – Responses to RFP due	Thursday, November 16, 2006

C. QUESTIONS

Proposers are responsible for reading carefully and understanding fully the terms and conditions of this RFP. All contact between Proposers and the City will be formally made at scheduled meetings or in writing through the Procurement Specialist. Requests for clarification or additional information must be made in writing to the Procurement Specialist and received at the Purchasing Division Office listed on the cover page no later than 5:00 p.m. Pacific Standard Time on Thursday, November 2, 2006. Such requests should contain the following: "QUESTIONS: 8520-07-Z-RFP". Only written communications relative to the procurement shall be considered. Questions may only be submitted attached as a MS Word document via electronic mail. It is incumbent upon Proposers to verify City receipt of their questions.

All questions will be answered in writing. Both questions and answers will be distributed, without identification of the inquirer(s), to all Proposers who are on record with the Procurement Specialist as having received this RFP via an addendum. No oral communications can be relied upon for this Proposal.

To the extent that a question causes a change to any part of this RFP, an addendum shall be issued addressing such.

D. SUBMISSION OF PROPOSALS

Proposals shall be:

1. Submitted in the format set forth herein,
2. Made in the official name of the firm or individual under which Contractor's business is conducted (including the official business address),
3. Cover page of this RFP signed by a person duly authorized to commit successful Contractor to the contract,
4. Submitted in envelopes clearly marked with the assigned RFP number and closing date/time referenced on the outside of the envelope (lower left corner),
5. Separated into Technical and Price Proposal Volumes, and
6. Addressed to the Procurement Specialist identified on the cover page of this RFP.

Proposers must submit one (1) original and five (5) copies of the Technical Volume plus one (1) original and five (5) copies of the Price Proposal Volume sealed under separate cover. One (1) original cover page and five (5) copies shall be included with the Price Proposal Volume. Commingling of technical and price information or failure to submit the two (2) volumes bound, separate and sealed may cause it to be rejected as non-responsive and not acceptable. The volumes, which contain original documents, should be clearly identified as the ORIGINAL Technical and the ORIGINAL Price Proposal Volume. Faxed proposals will not be accepted.

E. CLOSING DATE

Proposals must arrive at the location, date, and time identified on the cover page of this RFP in the format set forth herein. There will be no public opening of the Proposals. The names of Proposers will not be released until announcement of award.

F. LATE SUBMISSIONS

Proposers mailing proposals should allow sufficient mail delivery time to insure timely receipt by the issuing office. Any proposal, modifications to proposals, request for withdrawal of proposals, or Best and Final Offers (BAFO) arriving after the closing date and time will be considered late and will only be accepted in accordance with the applicable City of San Diego's General Provisions for proposals. Delivery of the proposal to the specified location by the prescribed time and date is the sole responsibility of Proposers. A record of late submission, request for withdrawal, modification of a proposal, or BAFO shall be made in the appropriate procurement file.

G. ECONOMY OF PREPARATION

Proposers shall prepare each proposal simply and economically, providing a straightforward, concise description of Proposers' offer and capabilities to satisfy the requirements of this RFP. Emphasis should be on completeness and clarity of content.

H. TWO (2) VOLUME PROPOSALS

The selection procedure for this procurement requires an independent evaluation of the technical and price proposals. This separation allows for evaluation of technical proposals on their technical merit only. Consequently, Proposers shall submit their proposal in two (2) separately bound and sealed volumes as specified below.

1. Volume I – Technical Proposal

a. Executive/Management Summary

The Executive/Management Summary shall contain a brief narrative or synopsis of how the proposal meets the needs of the City, incorporating Proposers' understanding of the background, scope of work, and objective as specified in Section I of the RFP.

Additionally, Proposers are required to describe their approach to the scope of work requirements and to provide ideas or actions intended to deal with these requirements.

b. Section IV, Specifications

The information specified in Section IV "Specifications" must be addressed in the technical Proposal. Proposers must expressly indicate that the Proposal satisfies and is fully capable of providing each point of the RFP. Proposers shall provide responses to each paragraph in the same order as the RFP citing the heading and then their response. Simple "Yes", "No", or "Comply" responses to stated Specifications are insufficient. Rather, the Proposers must describe in detail how the proposed products and/or services meet or exceed the requirements of this RFP and Proposers shall state their understanding and compliance. Additionally, Proposers must explain any exception or deviation from the requirements in accordance with the applicable General Provisions for Proposals. Proposers should also include any other information they feel may be beneficial to the City.

Proposers are urged to read the Contract Documents very carefully and to submit their questions, in writing, by the due date for questions. Misinterpretation of the Contract Documents by the Proposer shall not relieve the Proposer of responsibility to perform the contract.

Failure to provide the required responses and/or submittals with the Proposal may be cause for the Proposal to be rejected as non-responsive and unacceptable.

2. Volume II – Price Proposal

This volume consists of and must contain the following items. Proposers shall not include any technical information or Specific Provisions and Specifications in the Price Proposal Volume.

a. Completion and Signing of the RFP Cover Page

Proposers must complete and sign the RFP cover page acknowledging any addenda. Signing of the RFP documents shall be by an individual or individuals authorized to execute legal documents on behalf of the Proposer. Failure to submit this signed document will result in rejection of the Proposal.

b. Price Proposal Pages

Proposers shall submit pricing Proposals on the City's Price Proposal pages, unless otherwise stated in this RFP.

c. Additional Submittals/Forms

- (1) Proposer's Statement of Financial Responsibility as specified in Section II, paragraph M (use form on page 41).
- (2) Certification Survey (use form on page 43).

I. SUBMITTALS REQUIRED UPON PROVISIONAL AWARD

1. Taxpayer Identification number (W-9) as specified in General Provisions dated January 18, 2005.
2. Business Tax License as specified in Section III, paragraph K, if not currently on file.

Failure to provide the required submittals upon provisional award, within the time period specified, may be cause for the provisional award to be voided and the Proposal to be rejected as non-responsive.

J. EVALUATION COMMITTEES

The Purchasing Agent shall establish separate technical and price evaluation committees to review and rate proposals. The price evaluation committee may be composed of the Procurement Specialist and any other individuals appointed by the Purchasing Agent. The technical evaluation committee shall be composed of other individuals appointed by the Purchasing Agent.

K. ACCEPTABILITY OF PROPOSALS

The Procurement Specialist shall determine which Proposers have met the requirements of the RFP. Failure to comply with any mandatory requirement will disqualify a proposal. The Procurement Specialist shall have the sole authority to determine whether any deviation from the requirements of this RFP is substantial in nature. The Procurement Specialist may waive or permit to be cured minor irregularities or minor informalities in proposals that are immaterial or inconsequential in nature, whenever it is determined to be in the City's best interest.

The City may accept other than the lowest priced offer. The Procurement Specialist may conduct discussions with Proposers in any manner deemed necessary to best serve the interests of the City. The Procurement Specialist may limit the competitive range to firms highly rated technically and whose prices are considered to be reasonable by the City for purposes of efficiency. The Procurement Specialist may reject in whole or in part any and all proposals if such is in the City's interest.

L. TECHNICAL EVALUATION

The Technical Evaluation Committee (TEC) shall conduct its evaluation of the technical merit of the proposals in accordance with this solicitation. The Proposer must satisfy and explicitly respond to all requirements of this RFP, including a detailed explanation of how each item listed in this RFP is to be met. The last phase of this technical evaluation will be the ranking by the TEC of each qualified proposal on technical merit.

The criteria that will be used by the TEC for the technical evaluation of proposals for this procurement are listed below; items "1" through "3" shall be weighted equally.

1. Executive/Management Summary, Approach to Scope of Work, and Specifications;
2. Past Performance (as indicated by references); and
3. Qualification, Experience and Rapport.

The TEC may request additional technical assistance from any source. References shall be used during the evaluation process.

M. PRICE EVALUATION

The separate Price Proposal Volume will be distributed to the Price Evaluation Committee. This information will then be used to establish a ranking.

Proposers are required to submit, with their price proposal, a statement of financial responsibility as specified in the Forms Section. This document will be used in determining the Proposer's financial responsibility.

N. ORAL PRESENTATION

Proposers may be required to make individual oral presentations to the City Evaluation Committee, or its designated representatives, in order to clarify their Proposals. Additionally, the Proposer's Project Manager may be required to be interviewed by the City's Evaluation Committee, or its designated representatives. The purpose of the interview of the Project Manager is to determine if the City is able to establish rapport and a productive professional working relationship with this individual. If the City determines that such oral presentation and interview of the Project Manager is needed, the Issuing Office will schedule a time and place. Proposers are required to make the oral presentation and interview of the Project Manager within three (3) workdays after request by the City. Proposers should be prepared to discuss and substantiate any of the areas of the Proposal submitted, as well as its qualifications to furnish the specified products and services. Notwithstanding the possibility of a request for an oral presentation and interview of the Project Manager, Proposers shall not rely on the possibility of such a request and shall submit a complete and comprehensive written response to this solicitation. Any costs incurred for the oral presentation and interview of the Project Manager are the responsibility of the Proposer.

O. NEGOTIATION

The City has the right to accept the proposal, which serves the best interest of the City, as submitted, without discussion or negotiation. Proposers should, therefore, not rely on having a chance to discuss, negotiate, and adjust their Proposals.

Proposers; who submit proposals initially judged by the Procurement Specialist to be reasonably susceptible of being selected for award may, be asked to discuss their Proposals with the City to facilitate arrival at a contract most advantageous to the City. If the Procurement Specialist determines that discussion is in the best interest of the City, the Procurement Specialist will advise Proposers in the competitive range to submit a Best and Final Offer (BAFO) for consideration after discussions are held.

However, discussions may not be conducted if the Procurement Specialist determines either that discussions are not in the best interests of the City or that discussions need not be conducted: (a) with respect to prices that are fixed by law or regulation, although consideration shall be given to competitive terms and conditions; (b) because the time of delivery or performance does not permit discussions; or (c) because it can be demonstrated clearly from the existence of adequate competition or accurate prior price experience with the particular item that acceptance of an initial offer without negotiation would result in a fair and reasonable price.

P. CITY'S UNILATERAL RIGHT

The City reserves the unilateral right to cancel this RFP, in whole or in part, or reject all Proposals submitted in response to this RFP when such action is determined to be fiscally advantageous to the City or otherwise in the best interest of the City; the unilateral right to award a contract in whole or in part; to award a contract to one or more Proposers; to waive or permit cure of minor irregularities; and to conduct discussions with Proposers in any manner necessary to serve the best interest of the City.

Q. EVIDENCE OF RESPONSIBILITY

Prior to the award of a contract pursuant to this RFP, the Procurement Specialist may require Proposer to submit such additional information bearing upon Proposer's ability to perform the contract as the Procurement Specialist deems appropriate. The Procurement Specialist may also consider any information otherwise available, but not limited to price, technical, and qualifications relative to ability, capacity, integrity, ethics, performance record, and experience of the Proposer.

R. BASIS OF AWARD

The Procurement Specialist will recommend contract award to the responsible Proposer, whose Proposal is determined to provide overall best value to the City, considering the evaluation factors in this RFP, including price.

Technical ranking of Proposals will be combined with the corresponding price ranking to determine a final ranking for each Proposal. Technical merit will have greater weight than price. However, the more closely Proposals are ranked in technical merit, the more important price will become.

S. INCURRED EXPENSES

The City will not be responsible for any expenses incurred by Proposers in preparing and submitting a Proposal or best and final offer or in making an oral presentation or demonstration.

III. SPECIFIC PROVISIONS

A. ROLES OF THE CITY OF SAN DIEGO PURCHASING AGENT, PROCUREMENT SPECIALIST, AND CONTRACT ADMINISTRATOR

The Procurement Specialist is the City of San Diego's authorized representative for all pre-contract matters related to this contract. Throughout the duration of the contract, the Purchasing Agent shall be the only individual with authority to modify any provisions of this contract including, without limitation, the statement of work, pricing, or any other sections in accordance with the applicable General Provisions for Proposals. The City's Contract Administrator or designee shall be the principal interface on behalf of the City for post-award technical matters, and shall have the authority to explain and provide further details regarding the City's expectations concerning the work to be performed hereunder and/or the items to be provided herein. The Contract Administrator or designee shall have no authority to modify any provisions of this contract.

B. GENERAL PROVISIONS

Except as otherwise specified herein, the City of San Diego General Provisions for Proposals, dated January 18, 2005, (on file in the Office of the Purchasing Agent) are incorporated as part of this Proposal and any resulting contract by reference. The General Provisions are available online at www.sandiego.gov/purchasing or via request from the Purchasing Division by calling (619) 236-6000.

By signing and/or authorizing the Proposal submittal, the Proposer acknowledges that they have read and understood the meaning, intent, and requirements of said General Provisions; and acknowledge said General Provisions are included as a part of this Proposal.

C. INDEPENDENT CONTRACTOR

It is understood and agreed that the Proposer is an independent Contractor of the City and not an employee. The City shall not withhold income taxes, social security, or any other sums from the payments made to the successful Proposer. If the successful Proposer employs additional persons in the performance of this contract, those persons shall in no way be considered employees of the City, but rather they shall be employees or subcontractors of the successful Proposer, and the successful Proposer bears full responsibility for compensating those persons.

Joint venture proposals, consortium of subject area experts are acceptable; however, the legal name must be disclosed along with the current address and contact information.

D. SUBCONTRACTING

The successful Proposer shall not subcontract all or any part of the work to be performed pursuant to this request for proposal without the prior written approval of the Contract Administrator.

E. DELAYS AND EXTENSIONS OF TIME

1. The successful Proposer agrees to perform the work continuously and diligently and no charges or claims for damages shall be made by it for any delays or hindrances, from any cause whatsoever, during the progress of any portion of the work specified in this contract.
2. Time extensions will be granted only for excusable delays that arise from unforeseeable causes beyond the control and without the fault or negligence of the successful Proposer, including but not restricted to, acts of God, acts of the public enemy, acts of the City in either its sovereign or contractual capacity, acts of another Contractor in the performance of a contract with the City, fires, floods, epidemics, quarantine restrictions, strikes, freight embargoes, or delays of subcontractors or suppliers arising from unforeseeable causes beyond the control and without the fault or negligence of either the successful Proposer or the subcontractors or suppliers.

F. SUSPENSION OF WORK

The Contract Administrator unilaterally may order the successful Proposer in writing to suspend, delay, or interrupt all or any part of the work for such period of time as he or she may determine to be appropriate for the convenience of the City.

G. QUALITY ASSURANCE MEETINGS

Proposer may be required to schedule at least one (1) meeting with the Contract Administrator to discuss Proposer's performance. This meeting, should it be required, shall be scheduled at the Contract Administrator's request anytime during the term of the Contract. At this meeting the Contract Administrator will provide Proposer with feedback and will note any deficiencies in contract performance and provide Proposer with an opportunity to address and correct these areas. Additional quality assurance meetings may be required, depending upon Proposer's performance.

H. INSPECTION, ACCEPTANCE, AND PAYMENT

The City's Contract Administrator(s) or designee(s) shall inspect the work to determine if the specifications have been provided in accordance with the Contract. The City reserves the right to determine acceptability. The City shall tie payment of invoices to the deliverables and will authorize payment after the City's acceptance.

I. POST AWARD KICK-OFF MEETING

Proposer receiving award under this solicitation may be required to attend a post award contract kick-off meeting to be scheduled by the Procurement Specialist. The Procurement Specialist will communicate the date, time, location, and agenda for this meeting to the Proposer. Any necessary documentation will be provided to the Contractor prior to this meeting from the City's Purchasing & Contracting Department.

J. CONFIDENTIAL INFORMATION

Any information submitted with a Proposal is a public record subject to disclosure unless a specific exemption applies. If a Proposer submits information clearly marked confidential or proprietary, it will be protected and treated with confidentiality to the extent permitted by law. However, it will be the Proposer's obligation and expense to defend any legal challenges seeking to obtain said information.

K. BUSINESS TAX LICENSE

Any company doing business with the City of San Diego is required to comply with Section 31.0301 of the San Diego Municipal Code regarding Business Tax. For more information please visit the City of San Diego website at www.sandiego.gov/treasurer/ or call (619) 615-1500.

The City requires that each vendor to provide a copy of their Business Tax License, or a copy of their application receipt. Failure to provide the required documents within ten (10) business days of the City's request may result in a Proposal being declared non-responsive and rejected.

IV. SPECIFICATIONS

A. GENERAL REQUIREMENTS

The Contractor shall provide all labor, services, management, supervision, materials, equipment, and transportation necessary to support the City in conducting Preliminary Planning and SOW Development Task Orders. It is anticipated that Preliminary Planning will conclude within two (2) months from the first meeting the Contractor attends after issuance of a task order. The Contractor shall then support the full SOW Development effort to include delivery of the one hundred (100%) deliverable of the SOW and continue to be available during the solicitation phase of the managed competition to assist the City representatives in answering questions regarding the SOW. It is anticipated that SOW Development will conclude within six (6) months from the first kick-off meeting the Contractor attends. In general, the desired outcome of the process is a successful managed competition completed within the mandated timeframe in accordance with City ordinances, laws, regulations, directives, and instructions.

B. CITY FURNISHED PROPERTY, MATERIALS, AND SERVICES

The City will temporarily furnish or make available to the Contractor certain City-owned facilities, equipment, materials, services, and utilities including copiers, local telephone service, fax, email and internet, for use in connection with this contract. All City provided items are strictly for Contractor use while on site. A local City point of contact will be identified to the Contractor during the initial meeting, at which time the specific terms, conditions, and use of City furnished items will be established. The Contractor shall take adequate precaution to secure working documents and adhere to any security provisions established by the City regarding use of these spaces. All workspaces shall be returned to the City in the same condition as received, except for reasonable wear and tear.

Existing documents and data collected and developed by the responsible City department will be provided to the Contractor. The documents and data have not been subject to analysis or validation outside the responsible department. The extent that the existence of these documents and data can shorten Preliminary Planning and SOW development is a decision by proposers to be reflected in their response to this RFP. Workload, cost and other performance data have been captured by the responsible City department.

C. CONTRACTOR FURNISHED ITEMS

Except for items listed in Section IV, Paragraph B, the Contractor shall provide all other facilities, equipment, materials, and services to perform the requirements of this RFP.

1. Portable Electronic Equipment. The Contractor shall provide temporary on-site employees with adequate portable electronic equipment to perform the requirements of this contract. At a minimum, a personal laptop computer containing the MS Office suite, MS Project, and the latest version of COMPARE, along with the ability to save electronic media to a USB memory stick and/or CD-ROM is required. Miscellaneous other electronic equipment such as cell phones, hand held PDA's, recording devices, etc. may be used on-site, in accordance with local installation policies and regulations. A City point of contract will establish limitations for possession and use of these devices.
2. Long Distance Telephone Service. The City will not provide long distance telephone service. The Contractor shall make provisions to secure long distance telephone service via cellular phone or calling card type arrangements.
3. Transportation and Parking. The City will not provide transportation costs or parking costs.

D. MANAGEMENT

The Contractor shall manage the total work effort associated with the services required herein to ensure fully adequate and timely completion of these services, and permit tracking of work in progress. Such management includes, but is not limited to, planning, scheduling, cost accounting, report preparation, establishing and maintaining records, supervision and quality control. The Contractor shall provide staff with the necessary management expertise to assure the performance of the required work.

1. Work Control. The Contractor shall plan and schedule the work to assure adequate resources are available to complete work requirements with regard to the established time limits and quality standards. Verbal scheduling and status shall be coordinated with the assigned City Team Leaders and the Project Manager.
2. Scheduling. The Contractor shall develop, update, and maintain a Plan of Action and Milestone (POAM) schedule using MS Project. The Contractor will be provided the most recent version of an "example" POAM for Preliminary Planning at or before the introductory meeting. Timing, number and distribution of POAM updates will be governed by the progress of the Preliminary Planning and SOW development process and be coordinated with the Team Leaders and the Project Manager. The Contractor must have the ability to update and/or modify the POAM in real time to support planning and scheduling efforts during scheduled on-site meetings.

3. Contractor Availability. When not on-site, the Contractor Project Manager shall be readily available via telephone and/or email for contact by the Team Leaders and/or the Project Manager. Response time during normal working hours shall not exceed four (4) hours after an initial City-to-Contractor inquiry is made. Outside normal working hours, the Contractor Project Manager is expected to respond within the morning of the next business working day. If the designated Contractor Project Manager is temporarily incapacitated or unavailable, a "temporary" point of contact shall be established and identified to the Team Leaders and the Project Manager.
4. Monthly Progress Report. The Contractor shall submit a progress report due the 15th of each month for the previous month's work. Monthly submissions shall also include the latest version of the POAM and be made via email to the individuals designated during the initial kickoff meeting.
5. Weekly Progress Report. The Project Manager and/or Team Leaders reserve the right to request weekly status reporting in written form and/or via a telephone conference format. Weekly reporting will include status of efforts completed in the previous week, planned efforts for the current week, and discussion of problems, issues, or concerns affecting progress.

E. CITY REPRESENTATIVES

The following City personnel have been identified as either points of contact, coordinators, or contributors to the Preliminary Planning and SOW development effort. These individuals will lead or assist the Contractor throughout the preliminary planning process.

1. Purchasing & Contracting Managed Competition Contract Administrator and Project Manager. The Contract Administrator and the Project Manager will provide contractual and technical oversight of this contract for the Preliminary Planning and SOW development process. The Project Manager will be designated in writing to monitor progress against the Plan of Action and Milestones (POAM), review and accept Contractor deliverables, and coordinate project efforts. The Contract Administrator is the single point of contact to explain and provide further details regarding the City's expectations concerning the work to be performed hereunder and/or the items to be provided herein.
2. Preliminary Planning and SOW Teams. The City will form project teams made up of personnel who will support the collection and development of information required by the Contractor to complete Preliminary Planning and SOW development tasks and deliverables. Team leaders will be assigned by the City to lead the Preliminary Planning and SOW development efforts and to act as the primary point of contact for their assigned functional areas. The Contractor will be considered a member of the project teams. City staff involved in Preliminary Planning and SOW development may include the following.

- a. Team Leaders
- b. Management Assistant or Analyst
- c. Functional/Subject Matter Experts
- d. Personnel Administration Representative
- e. Financial Officer/Comptroller
- f. City Property Administrator
- g. Human Resource Office Representative

F. PRELIMINARY PLANNING

1. General Requirement and Procedures

The following nine steps are required to be completed during the Preliminary Planning process.

- a. Scope
- b. Grouping
- c. Workload Data and Systems
- d. Baseline Costs
- e. Type of Competition
- f. Schedule
- g. Roles and Responsibilities of Participants
- h. Competition Officials
- i. Incumbent Service Providers

To define an approach for completing these steps, the following tasks, events, descriptions, meetings, deliverables, and milestones will be required.

2. Meetings. It is mandatory that the Contractor shall participate in three formal Preliminary Planning meetings at the time and location determined by the Project Manager and the Team Leaders. The Contractor shall provide Facilitation Support for all meetings and in support of all Preliminary Planning steps. For purposes of this contract, facilitation support includes preparation of minutes. Other secondary on-site informal meetings will/may precipitate out of day-to-day work evolutions, or be proposed to status or plan events, and must also be attended and supported by the Contractor.
3. 1st Preliminary Planning Meeting. The 1st Preliminary Planning Meeting is typically a two-day, on-site kickoff meeting for the Preliminary Planning process. The purpose of this meeting is to introduce Contractor and City participants; review the contract services, deliverables and approaches as presented in the Contractor's technical proposal, provide relevant installation policies and regulations applicable to work under this contract; participate in a tour of the workspaces/facilities/workplaces containing the functions under study (as applicable); review, revise, and/or develop the POAM steps, sequencing, and scheduling; and discuss roles, responsibilities, and approach to accomplishing the Preliminary Planning steps. The 1st Preliminary Planning meeting should conclude with an understanding of the objectives and expectations for the Preliminary Planning process, and a presentation of the plan from the Contractor for supporting the next-step objectives and actions.
4. 2nd Preliminary Planning Meeting. The 2nd Preliminary Planning Meeting is a progress and reporting meeting. The meeting will include a progress update and review of all Preliminary Planning steps; however, the primary intention is to present the findings and recommendations of the scope/grouping/market research efforts in order to facilitate the finalization of the scope/grouping package(s). The Contractor will lead a briefing of the criteria used in conducting the Inherently Governmental (IG) inventory review, market research survey approaches, and methodologies used for constructing a Continuing Governmental Activity (CGA) component. The Contractor shall present the findings of these efforts as recommendations of a scope/grouping package(s) that is supported by market research, and can be reviewed for finalization by the City. The 2nd Preliminary Planning meeting should conclude with the completion of the Preliminary Planning scope/grouping effort. Other issues, problems or concerns impacting the completion of Preliminary Planning steps are discussed and the POAM is revised accordingly.
5. 3rd Preliminary Planning Meeting. The 3rd Preliminary Planning Meeting is a wrap-up meeting. The Contractor will lead the meeting to include a summary review of the Preliminary Planning process steps, process deliverables, the Preliminary Planning report, and recommended competition actions. The 3rd Preliminary Planning meeting should conclude with a decision that Preliminary Planning steps are completed. Other issues, problems or concerns to conclude Preliminary Planning steps are discussed, the POAM is revised accordingly, and a plan to formally submit lessons learned is developed.

6. Scope and Grouping. The Contractor shall document the initial scope and grouping, and any additional supporting information that may be provided. The Contractor shall assist the Preliminary Planning Team in refining the initial scope and grouping by examining the relationship of the grouping, conducting inherently Governmental (IG) examinations of the scope, identifying potential Continuing Government Activity (CGA) work, and assessing the potential to include any existing subcontracted effort. Grouping of functions shall be categorized into business units and will be confirmed as adequate by market research. The Contractor shall submit a Scope and Grouping Report that documents the scope and grouping process to include business unit recommendations, and market research validation.
7. Market Research. The Contractor shall conduct market research to validate the business units developed in the scope and grouping effort. In preparation for market research, the Contractor shall conduct an investigation to develop a list of prospective companies whose current services are similar to those defined by the initial scoping and grouping effort. The Contractor shall also develop a Market Research Plan to include the survey strategy and survey tools proposed for use in conducting market research. The Contractor shall submit the Market Research Plan to the Project Manager for approval prior the commencement of market research. The Contractor shall document the strategy and results of the market research in a Market Research Report submitted to the Project Manager.
8. Workload Data. The Contractor shall assess the availability and accuracy of workload data, data collection systems, work units, performance standards, and/or quantifiable outputs of activities or processes associated with the scoping and grouping determination. Based on this assessment the Contractor shall develop methodologies to collect and sort this data to support defining the requirements of the functional area(s). The Contractor shall organize and lead the data collection effort, to include establishing data collection techniques and/or obtaining industry performance standards to assist in developing these techniques. The assessment or establishment of a workload data collection system shall attempt to capture the workload effort for a minimum of two years. The Contractor shall conduct interviews and/or customer surveys to determine current and future needs relative to assessing or establishing data collection systems and performance measures. Data collection will be an ongoing effort through SOW development; however, the Contractor shall document the workload data collection effort to include assessment analysis and methodologies employed to collect data, results, and findings. This documentation will be submitted to the Project Manager and be incorporated into the Preliminary Planning Report.

9. Property Inventory. The Contractor shall assess the availability of an existing property inventory. The Contractor shall define a property inventory collection process, as necessary, to be consistent with the scoping and grouping determination, and develop inventory collection methodologies in a Property Inventory Plan submitted to the Project Manager for City approval prior starting the inventory process. The Contractor shall lead the property inventory effort and document all findings, establishing a database for inventory collection and sorting if none is currently available. The cost of property, to include maintenance, shall be captured as needed to support baseline costing and estimating. All documentation supporting the collection process, methodology, and inventory shall be submitted to the Project Manager in a Property Inventory Report.
10. Preliminary Planning Baseline Costs. The Contractor, under the guidance of the Team Leaders shall use the most current version of COMPARE software and incorporate the most current tables to create the file for determining the Activities baseline cost. The Contractor shall utilize the property inventory database to capture facility, equipment, material, and supply costs. The Contractor shall support the continual refinement of baseline costs throughout the preliminary planning process. The Contractor shall submit the final COMPARE baseline cost model, the COMPARE file "password", all supporting documentation, and the Baseline Costing Report to the Project Manager.
11. Preliminary Planning SOW Training. The Contractor shall conduct SOW training for a broad audience during Preliminary Planning. Topics to be covered include Performance-Based Service Acquisition principles and the SOW template format. Workload data collected during Preliminary Planning may not be used to develop SOW requirements in this training session.
12. Type of Competition. The Contractor will assist the Preliminary Planning Team Leader in determining the number and types of competitions to pursue should the Managed Competition ballot measure pass in November 2006.
13. Preliminary Planning Report. The Contractor shall work with the Team Leaders to compile a summary of all preliminary planning process efforts to develop a Preliminary Planning Report. The Preliminary Planning Report summarizes all assumptions, processes, and conclusions of the preliminary planning process steps outlined above to recommend a course of action. The Preliminary Planning Reports integrates in summary, individual reports, plans and deliverables into a comprehensive record and contains a competition POAM, if applicable.
14. Best Practices and Lessons Learned. The Contractor shall document best practices used and lessons learned during preliminary planning. The Contractor shall submit this documentation to the Project Manager.

G. SOW DEVELOPMENT: SPECIFIC REQUIREMENTS AND PROCEDURES

The Contractor is a key member of the SOW Team and shall work in a lead support role with the Team Leaders in accomplishing the responsibilities of the SOW Team. The following tasks, events, description, meetings, deliverable, and milestones will be required. The Contractor shall assist the designated SOW Team Leader with developing the SOW including compiling and analyzing all supporting data and writing performance objectives, standards, and related information; determining Government Furnished Property (GFP); assisting in the development of the solicitation documents; and developing a performance assessment plan in compliance with City ordinances, laws, regulations, directives, and instructions. Related services that support the management, planning, scheduling, and execution of SOW Development tasks are included in this contract.

1. Kick-Off Meeting. The Contractor shall attend the kick-off meeting as specified in Section III, paragraph I, and shall be prepared to present Preliminary Planning highlights, SOW development schedule milestones, and the importance of employee participation in the SOW development process.
2. SOW Development. The Contractor shall provide experienced technical/administrative support to the City project teams for the following tasks:
 - a. Develop a performance-based SOW to include assessment and incorporation of workload data and any additional data collection required to establish performance objectives and standards; define levels of service and performance, based on customer surveys and other supporting documentation; identify all customer funding streams; present all collected information in a SOW format consistent with City guidelines; and ensure final document is biddable.
 - b. Develop related pricing structure, exhibits, and formats to support the proper evaluation of offers, pricing of Firm Fixed Price and Indefinite Delivery, Indefinite Quantity (IDIQ) line items, customer breakout of pricing for funding, and other customer specific requirements price breakdown to support for resource/financial management and administration.
3. SOW shall be performance based. Where Templates are available, they shall be tailored to meet the SOW requirements as needed.
4. The Contractor shall identify, collect, and develop reporting requirements.
5. The Contractor shall identify, collect, and develop SOW supporting documentation to include: drawings, maps, component system descriptions, City furnished property inventories, reporting formats, material usage, guiding documentation, and reference material.

6. The Contractor shall identify, collect, and develop specific instructions to offerors related to the competition to include instructions for completing Price and Technical proposals as required for solicitation.
7. The Contractor shall identify, collect, and develop specific input for evaluation factors to support of the basis of award consistent with the competition contracting and program guidelines.
8. Assist the Team Leaders in analyzing City property inventories conducted during Preliminary Planning to determine/justify whether City property will, or will not, be made available to all service providers.
9. Participate in project team meetings/briefings to status tasking, actions complete, discuss problems encountered, propose resolution, disseminate decisions made, coordinate actions to be accomplished, report adherence to the Plan of Action and Milestones (POA&M) and recommend course of action to meet milestones as required. Participate/lead SOW document reviews with the SOW teams and City management at locations to be determined, as required. Record minutes and publish as applicable.
10. Assist in answering questions that may arise or performing research (e.g. Industry Forums, solicitation inquiries, Requests for Information.) related to the SOW.
11. Attend legal counsel briefings to include ethics, firewall, conflict of interest and nondisclosure information topics. Sign a statement of non-disclosure and conflict of interest documents.
12. Document Best Practices and Lessons Learned resulting from the SOW development phase of the competition. Coordinate with the Team Leaders for the development, review, and finalization. Submit the final version to the Project Manager.
13. Quality Assurance Surveillance Plan (QASP)/Performance Assessment Plan (PAP). Develop the quality assurance surveillance plan (QASP)/performance assessment plan (PAP) that identifies the methods the City will use to measure the performance of the service provider against the requirements of the SOW. Analyze the QASP/PAP surveillance requirements to identify staffing (number of FTEs, position descriptions) to implement the plan, and recommend approaches for integrating this staff/workload into the existing organization.

14. Independent Government Estimate (IGE). Develop an independent Government estimate (IGE) and provide to the Project Manager. The IGE represents the expected cost of SOW performance by the private sector and shall be provided in the format prescribed in the solicitation. Coordinate with the Project Manager prior to performing this task. Methodologies to derive this estimate will be based on industry standards (e.g. RS Means, Timberline, or Engineered Performance Standards), utilization of local prevailing wage rates in effect (or consult with local private industry sources in the absence of), and compliance with all Federal, State, and local employment benefit provisions. ("RS Means" is the name of a company that produces a widely used construction estimating guide.)
15. Adjusted Baseline Cost Report The Contractor, under the guidance of the Team Leaders, shall use the most current version of COMPARE software and incorporate the most current tables to create the file for determining the Activities adjusted baseline cost. The Contractor shall utilize the property inventory database to capture facility, equipment, material, and supply costs. The Contractor shall refine the Preliminary Planning Baseline Costs to reflect the final resource decisions (FTEs, GFP, etc.) for the competition. The Contractor shall submit the final COMPARE adjusted baseline cost model, along with all supporting documentation, and the Baseline Costing Report to the Project Manager.
16. COMPARE Support The Contractor shall assist the Team Leaders, Project Manager and Contracting Manager with the use the most current version of COMPARE software for calculating public-private competition costs in accordance with OMB Circular A-76 (29 May 2003), DoD 4100.XX-M A-76 Costing Manual and applicable future releases of costing guidance.
17. Market Research. The Contractor shall provide informal market research support for standard cost comparison competitions. The Contractor shall query potential offerors and industry experts to learn from industry what techniques, successful endeavors, problem areas, and emerging technologies can be considered in the SOW. This information gathering may be in the form of industry forums, Internet searches, phone calls, or other methods as appropriate. Information gained can then be applied to the development of the SOW, the QASP/PAP, and other aspects of the solicitation, as well as developing new operating procedures that will improve the quality and efficiency with which the commercial activities are performed.

18. Facilitation Support. The Contractor shall provide experienced facilitation support to the Team Leaders. This support is to assist the Team Leaders with the management and coordination of the SOW preparation effort. Facilitation support includes planning and conducting meetings; defining roles, responsibilities, and expectations from participants; establishing agenda/discussion topics; and defining meeting objectives for the SOW Development effort. The Contractor shall have direct participation in conducting an orderly meeting to maintain group focus. The Contractor shall record brief discussion points, recommendations, tasking, and follow-up actions, which will be provided to all participants in a 'minutes' format within one working day of the meetings conclusion.
19. Training Support
- a. The Contractor shall conduct just-in-time SOW training at the start of SOW development. Topics will include an overview of the process steps, milestones and timelines, and detailed discussion centering specifically on the actions to be completed in the competition phase. All training conducted will be in accordance with the latest procedures/guidance published by OMB, and include discussion of current laws, protest decisions, and on-going litigation affecting the competition process.
 - b. The Contractor shall conduct just-in-time SOW/ Template/Performance Assessment training for project team members, to include the application of Performance Based Services Acquisition (PBSA) concepts in developing a SOW, and the use of SOW Templates to produce a SOW tailored to specific activity requirements. Topics shall include an overview of the SOW Template program; instruction on how to tailor generic SOW Template sections for specific activity use; defining performance standards and performance objectives; and the development/application of Performance Assessment to determine compliance with the performance objectives of the SOW.
20. SOW Development Meetings. The Contractor shall attend four formal SOW Development meetings at the proper time and location determined by the Project Manager and the Team Leaders. The Contractor shall provide Facilitation Support for all meetings in support of the SOW Development process. For purposes of this contract, facilitation support is defined to include preparation of minutes. Other secondary on-site informal meetings will precipitate out of day-to-day work evolutions, or be proposed to status or plan events, and must also be attended and supported by the Contractor.

21. 1st SOW Development Meeting. The 1st SOW Development meeting is typically a two-day, on-site kickoff meeting for the SOW Development process. The purpose of this meeting is to introduce the project teams; review the contract services, deliverables and approaches as presented in the Contractor's technical proposal; provide relevant City policies and regulations applicable to work under this contract; review the relevant Preliminary Planning documents that provide significant input to the SOW Development process; review, revise and/or develop the POAM steps, sequencing, and scheduling; and discuss roles, responsibilities, and approach to develop the SOW. The 1st SOW Development meeting should conclude with an understanding of the objectives and expectations for the SOW Development, a POAM for the competition phase of the SOW process and a plan from the Contractor for supporting the next-step objectives and actions needed to meet thirty percent (30%) SOW Deliverable Review.
22. 2nd SOW Development Meeting – Thirty Percent (30%) SOW Deliverable Review. The 2nd SOW Development Meeting is a progress meeting. The meeting will include a progress update and review of all SOW Development actions. The primary interest is the thirty percent (30%) review of the SOW deliverables. The Contractor shall present a list and drafts of Section J attachments. The thirty percent (30%) review is also intended to validate concepts and approaches necessary to complete the SOW without major restructuring/re-work. The 2nd SOW Development Meeting should conclude with a decision that SOW deliverables are correct in structure, concept, and approach to proceed to fifty percent (50%) Development, or, if not, establishment of a plan to complete required actions/modifications in the near term. Other issues, problems or concerns impacting the completion of SOW are discussed and the POAM is updated.
23. 3rd SOW Development Meeting – Fifty Percent (50%) SOW Deliverable Review. The 3rd SOW Development Meeting is a progress meeting. The meeting will include a progress update and review of all SOW Development actions. The primary interest is the fifty percent (50%) review of the SOW deliverables. For fifty percent (50%) Review, the Contractor shall present drafts of sections C, J, and F. Draft inputs for Sections L and M will be presented by the Contractor for review. The 3rd SOW Development Meeting should conclude with a decision that SOW deliverables are correct in format and intended content to proceed to eighty percent (80%) Development, or, if not, establishment of a plan to complete actions/modifications in the near term. Remaining SOW work is to refine deliverables and verify completeness and accuracy. Other issues, problems or concerns impacting the completion of SOW are discussed and the POAM is updated.

24. 4th SOW Development Meeting – Eighty Percent (80%) SOW Deliverable Review. The 4th SOW Development Meeting is a final progress meeting. The meeting will include a progress update and review of all SOW Development actions. The primary interest is the eighty percent (80%) review of the SOW deliverables. The 4th SOW Development Meeting should conclude with a decision that SOW Sections C, J, and F are complete. If not, a plan to complete actions in the near term is established. Other issues, problems or concerns impacting the completion of SOW are discussed and the POAM is updated.
25. SOW Development Report. The Contractor shall work with the Team Leaders to compile all efforts of the SOW development process to develop a SOW Development Report. The SOW Development Report summarizes all assumptions, processes, and conclusions of the SOW development steps outlined above. Further, the SOW Development Report integrates in summary, individual reports, plans and deliverables into a comprehensive record.
26. Best Practices and Lessons Learned. The Contractor shall document best practices used and lessons learned during SOW Development and the solicitation phase should managed competition occur. The Contractor shall submit this documentation to the Project Manager.

H. DELIVERABLES

The Contractor shall deliver the following items to the City in finalized form. Deliverables are not considered acceptable until approved by the Contract Administrator or the Project Manager. The timeframe for delivery of each item is dependent on the sequence of events as portrayed in the POAM developed by the Preliminary Planning and SOW Development Teams. The Contractor will coordinate with the Team Leaders and the Project Manager to establish dates for delivery of the finalized products and update the POAM.

1. Preliminary Planning Deliverables.

Deliverable Title	Description/Type of Format
Scope and Grouping	Report documenting initial proposed scope and grouping, details of the relationship and inherently Governmental examinations. Continuing Government Agency recommendations, inclusion of subcontract effort, and final recommendation based on the results of market research.
Market Research Plan	Report listing prospective companies to survey, survey tools, and recommended survey strategies and methodologies.
Market Research Report	Report containing, successful tools/strategies/methodologies used, and the results of the survey. Results, validating scope and grouping, or recommended changes are to be incorporated in the Scope and Grouping Report.
Workload Data Pre-Collection Assessment	Report assessing availability and adequacy of workload data collection systems and recommendations for establishing data collection where none currently exist.
Workload Data Collection Results	Report containing methodologies and techniques utilized to collect data. An established system will be left in place to continue to collect, sort, and maintain data as needed. Data system printouts and/or completed data collection sheets shall be sorted, compiled and catalogued for future use.
Property Inventory	Report containing methodologies used to inventory property. Electronic database containing final inventory, associated current value, and lifecycle costs.
Baseline Cost Report	COMPARE files, backup documentation, Baseline Cost Report format
Preliminary Planning Report	Report containing a summary of the methodologies and results of all Preliminary Planning process steps. This report will also contain recommendations to support or not support conducting a follow-on competition(s), and provide a competition POAM if applicable.
Best Practices and Lessons Learned	Report containing issues and recommendations.

2. SOW Development Deliverables.

Deliverable Title	Description/Type of Format
SOW Training Module	Training Materials (slides, handouts, etc.) to be used for SOW Training. Formats readable with MS Office 2000 applications. Submitted to Project Manager for review/approval prior to training event.
SOW Development and Competition POAM	MS Project.
30% SOW Deliverable	For thirty percent (30%) Review, Section C should identify specific Templates used, Work Breakdown Structure (WBS) and draft of requirements in template format. If a template is not available for the primary function, the thirty percent (30%) draft shall include a Work Breakdown Structure (WBS) showing all initial Spec Item Titles organized by functional area to a maximum 4-digit level and identification of annex or sub-annex templates from which Spec Items correlating with SOW requirements were used. In the template format, enter the WBS Spec Item Titles, the draft Performance Objectives for each Spec Item, and at least one draft Performance Standard for each Performance Objective. Drafts of Section J attachments should clearly identify the format for data presentation, data elements, and should be populated with existing data; missing or incomplete data requirements should be annotated. Completion of Section C and J is required to a degree that significant issues affecting the expeditious completion of the SOW are known and presented for discussion/resolution. Formats readable with MS Office 2000 applications
50% SOW Deliverable	For fifty percent (50%) Review, provide Sections C, J, and F which will be reviewed for completeness. A draft of all Section C Related Information shall be entered in the template format. Provide draft inputs for Sections L and M. Thirty percent (30%) Review comments should be incorporated. Performance standard and objectives should be written for all functions/tasks per the WBS in template format. Formats readable with MS Office 2000 applications
80% SOW Deliverable	For eighty percent (80%) Review, the Sections C, J, F and inputs for Sections L and M will be reviewed for completeness and accuracy. Fifty percent (50%) Review comments should be incorporated. SOW Sections should be complete. It is expected that further changes may be generated by external reviewers and should be minimal. SOW Sections C, J, and F should be prepared for forwarding to the Contract Administrator for review and comment. Formats readable with MS Office 2000 applications
100% SOW Deliverable	Comments from the eighty percent (80%) Review should be incorporated. Formats readable with MS Office 2000 applications

Quality Assurance Surveillance Plan (QASP)/Performance Assessment Plan (PAP)	Formats readable with MS Office 2000 applications.
Independent City Estimate (IGE)	The final IGE shall be summarized/presented in the same format as required for Private Sector Price Proposals in MS Excel. Supporting data shall provide a detailed basis of estimate to include types, quantities, standards, production rates, unit prices, escalation rates and rationale (including calculations) for all elements of cost. The IGE shall reflect the estimated cost of private sector performance of the SOW.
Adjusted Baseline Cost Report	COMPARE files, backup documentation, Baseline Cost Report Format
SOW Development Report	City-provided format
Best Practices and Lessons Learned	Report containing issues and recommendations.

3. Document Control. The Contractor shall be responsible for tracking all changes and for maintaining version control on all documents generated under this task order until the City accepts the final version.
4. Finalized Documents. The Contractor shall deliver three hard copies and three electronic copies (CD-ROM disks in formats readable with MS Office 2000 applications) of finalized deliverables. The finalized version of all documents, reports, schedules, flow charts and workload data developed or generated under this task order shall be viewable and editable in MS Office 2000 applications; exception to be the native COMPARE files. The Contractor will consult with the Contract Administrator to determine if "sensitive" watermarks are applicable to the document prior to delivery. Upon completion of the SOW Development Report, all document files generated in support of the SOW Development process shall be saved to a CD-ROM. Files shall be categorized into logical topic folders as necessary. Reference and supporting documents not in electronic form shall be scanned at a minimum of 300 dpi resolution, and saved to the appropriate CD-ROM folder. Three copies of the CD-ROM shall be provided in jewel cases to the City.

I. PLACE OF PERFORMANCE

1. Allowable Work Hours. On-site work shall be performed during the regular working hours of 7:30 a.m. – 5:00 p.m. local time, Monday through Friday.

2. Work Schedule. The Contractor shall coordinate all anticipated on-site presence with the Team Leaders and the Project Manager in advance of any travel planning. The Contractor shall arrange the on-site work so as not to cause interference with the normal occurrence of City business. The Contractor shall make every effort to minimize the impact of the interference and its effects by proper planning and coordination of efforts with the Team Leaders.

J. PERIOD OF PERFORMANCE

The Contractor shall be required to:

1. Commence work under the task order within fourteen (14) calendar days after the date the Contractor receives notice of award;
2. Execute the work diligently; and
3. Complete the entire work ready for use not later than one hundred eighty (180) calendar days after commencement of work.

K. PROJECT MANAGER

The Project Manager is the point of contact on technical matters, providing technical direction and discussion as necessary with respect to the specification or statement of work, and monitoring the progress and quality of Contractor performance.

The Project Manager is not a Contracting Officer and does not have the authority to take any action, either directly or indirectly, that would change the pricing, quantity, quality, place of performance, delivery schedule, or any other term or condition of the contract, or to direct the accomplishment of effort which goes beyond the scope of the statement of work in the contract. The Contract Administrator is the single point of contact to explain and provide further details regarding the City's expectations concerning the work to be performed hereunder and/or the items to be provided herein.

L. NON-DISCLOSURE STATEMENT

Each employee of the Contractor working in support of this task order will be required to sign a Non-Disclosure Statement upon award of a contract.

M. TASK ORDER PROCESS

Contractor(s) must provide the following for each task order at no additional charge:

1. A meeting to discuss the task order with the City no later than three (3) working days after the receipt of a written request by the City.

2. A written detailed itemized price quotation for the task order, from the Contractor shall be forwarded to the City Project Manager, for approval no later than three (3) working days after initial meeting.
3. Work must begin no later than five (5) working days after acceptance and written approval by the City Project Manager. Any modifications made to the original task order must have prior written approval from the City Project Manager.
4. Contractor shall work through the City designated staff and City Project Manager for scheduling all task orders.
5. The City will determine if the Contractor is in compliance with the requirements and will determine if the task order is acceptable. If the Contractor is not in compliance with the requirements, the Contractor shall diligently work to correct or cure the non-compliant work.
6. Acceptance of work by the City shall be in accordance with a specific task order, the specifications of the RFP, and the requirements of the City.
7. Invoices shall be submitted for each approved task order, including approved modifications if applicable and shall detail all services provided.

N. KEY PERSONNEL LABOR CATEGORIES

Services as specified in Section IV will be required on an as needed basis and will be based on task orders for indefinite delivery, indefinite quantity (IDIQ).

1. Executive Consultant, Minimum Requirements

The Executive Consultant shall have final authority in the conduct of projects and full responsibility for the work performed. Graduate degree preferred. Shall have a minimum of 15 years experience. Heads the project team and is responsible for all services provided, and for ensuring that services comply with the contract requirements, applicable professional standards, and the overall objective of professional excellence. Determines the nature, timing, and extent of procedures and ensures compliance with contract and professional standards.

2. Project Manager, Minimum Requirements

The project manager has responsibility for the management and supervision of the project team, on-site quality control, review and approval of working papers and findings, adherence to applicable standards, report review, and assisting the executive consultant in the development of the overall project approach. Graduate degree preferred. A minimum of ten years of applicable experience is required.

3. Senior Business Consultant, Minimum Requirements

The Senior Business Consultant participates in the planning of the engagement and is responsible for the completion of all aspects of the project that are delegated by the executive consultant or project manager. These duties and responsibilities include performing testing and analysis, especially that which requires relatively more experience, supervising and reviewing the work of junior staff members, and drafting reports and findings. College degree in applicable field required. A minimum of five years of applicable experience is required.

4. Business Consultant, Minimum Requirements

Responsibilities of the Business Consultant are the same as Senior Business Consultant for less complex engagements or assigned tasks. College degree in applicable field required. A minimum of three years of applicable experience is required.

5. Management Analyst, Minimum Requirements

The Management Analyst performs the detail tasks and procedures under the supervision and review of more experienced professionals. College degree in applicable field required. No minimum experience requirement.

O. PAST PERFORMANCE AND REFERENCES

Proposers are required to provide a minimum of three (3) references to demonstrate successful performance for work of similar size and scope as specified in this contract during the past five (5) years. The name of the project, a brief description of results, and the dollar amount of the contract shall be provided for each listed reference along with contact information. To enable the City to evaluate past performance and references of the Proposer, The following information must be included with the technical proposal:

- Proposer's References (use form on page 40).

P. QUALIFICATIONS AND EXPERIENCE

Proposers must also demonstrate that they are qualified to perform the work as specified in this RFP. Previous experience in Preliminary Planning and Statement of Work development for similar public works activities, services and/or functions performed within other agencies and Proposer's track record of performance will be an important consideration. This will enable the City to judge the Proposer's reliability, performance, and other information.

To enable the City to evaluate the responsibility, experience, skill, qualifications, and business standing of the Proposer, the following information must be included with the technical proposal:

1. Proposer shall provide a company/corporate organizational chart and staffing profile including sub-Contractors if applicable. The staffing profile shall include the leadership of the project team, the accountability of the Project Manager/Lead, the lines of authority and the identification of the day-to-day staff indicating by a percentage (%) as to whether they will be fully or partially assigned and dedicated to the Project. Less than full time dedication or one hundred percent (100%) of any members of the project team shall be explained.
2. Proposer shall provide background, knowledge, resumes, experience dealing with similar projects and years of tenure for key personnel who will be assigned and dedicated to the City's account. Project team personnel shall be assigned and dedicated to the City's account and shall not be substituted or replaced during the term of the contract without the written acceptance of the City.
3. Proposer shall provide the names and contact information including e-mail addresses of the key personnel assigned and dedicated to the City's account.
4. Proposer shall provide a dedicated Project Manager/Lead (key personnel) who has a minimum of five (5) years prior experience in accounts of similar type, size, and scope.
5. Proposer shall clearly define what responsibilities the dedicated Project Manager/Lead project team member(s) and key personnel will be charged with relative to this project.
6. The dedicated Project Manager/Lead shall be accessible, at the minimum, by e-mail and local telephone numbers with an area code of 619, 858, or 760, or a toll free number, Monday through Friday between the hours of 8:00 a.m. and 5:00 p.m., Pacific Time excluding the most recently published City holidays as specified on the City's internet site www.sandiego.gov.
7. Proposer's Statement of Subcontractors (use form on page 42).

V. PRICING SUBMITTAL**A. PRICE PROPOSAL PAGES – INSTRUCTIONS**

Proposers shall submit their proposal for pricing on the following City's Price Proposal page. Using the enclosed Price Proposal page will help ensure consistency in the price evaluation. The Price Proposal page is to be completed in full and shall be incorporated herein. Only the City's Price Proposal page will be accepted. Any deviations from the Price Proposal page may be considered non-responsive and unacceptable.

Section VI "Pricing Page", "Preliminary Planning and Statement of Work" shall be fixed, fully burdened hourly labor rates for each personnel labor category including any and all travel for all functions as specified in Section IV. Deliverables will be in accordance with Section IV, paragraph H, items 1 and 2. The hours listed in Section VI are only estimates, and represent a general ratio of hours required for this type of work, which will be used for price evaluation purposes. Evaluation of price will be based on the total of all extensions of Section VI, items 1-5.

Prices are required to be fixed for the first year of the contract. Future contract periods will be based upon Section V, Paragraph B "Option to Renew". The City reserves the right to add additional labor categories at fixed, fully burdened hourly labor rates, to be negotiated at anytime during the contract period.

Progress payments may be proposed based on deliverables. However, payment will not be made to the Proposer unless the City determines that the deliverables are acceptable.

Worksheets may be used to provide additional information, however evaluation will be based on information entered on the following pricing page.

Blanks on the price proposal page will be interpreted as zero (0) and no price will be allowed.

B. OPTION TO RENEW

The City reserves the option to renew the contract for four (4) additional one (1) year periods under the terms and conditions herein stated beginning on the anniversary of the commencement of service. The renewal is contingent on a mutual agreement between the City and the Contractor with such agreement to be confirmed within sixty (60) days prior to the expiration of the contract period. Either the City or the Contractor may decline to confirm the renewal of the contract for any reason whatsoever, which shall render the renewal option null and void.

The City's initial letter offering the contractor an opportunity to renew the contract does not constitute an award of the option period. Any option acceptance must be confirmed by the City, in writing, before it becomes valid.

The City will not grant an option, if the contractor requests an increase which exceeds the average percentage variant for the previous twelve (12) months in the Consumer Price Index for Urban Wage Earners and Clerical Workers (CPI-W) for the San Diego area as published by the Bureau of Labor Statistics, or 5.0%, whichever is less. If a price increase is requested, the Contractor must provide detailed supporting documentation to justify the requested increase. The requested increase will be evaluated by the City, and the City reserves the right to accept or reject such request.

This section will not be considered in the evaluation for award.

The City may desire to extend a contract on a month-to-month basis upon expiration of the current contract period under the terms and conditions of the current contract unless modified in writing. The renewal is contingent on a mutual agreement between the City and the Contractor with such agreement to be confirmed in writing prior to the expiration of the contract period.

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VI. PRICING PAGE

PRICING FOR PRELIMINARY PLANNING AND STATEMENT OF WORK

<u>Title</u>	<u>Unit Price (Hourly Rate)</u>	<u>U/M (Hours)</u>	<u>Extension (Hourly Rate x Hours)</u>
1. Executive Consultant	\$ _____	100 hours	\$ _____
2. Project Manager	\$ _____	1,000 hours	\$ _____
3. Senior Business Consultant	\$ _____	1,000 hours	\$ _____
4. Business Consultant	\$ _____	2,000 hours	\$ _____
5. Management Analyst	\$ _____	2,000 hours	\$ _____
		TOTAL:	\$ _____

VII. FORMS**PROPOSER'S REFERENCES**

The Proposer is **required** to provide a minimum of three (3) references where work of a similar size and nature was performed within the past five (5) years. This will enable the City of San Diego to judge the responsibility, experience, skill, and business standing of the Proposer.

REFERENCES

Company Name: _____ Contact Name: _____

Address: _____ Phone Number: _____

_____ Fax Number: _____

Dollar Value of Contract: \$ _____ Contract Dates: _____

Requirements of Contract: _____

Company Name: _____ Contact Name: _____

Address: _____ Phone Number: _____

_____ Fax Number: _____

Dollar Value of Contract: \$ _____ Contract Dates: _____

Requirements of Contract: _____

Company Name: _____ Contact Name: _____

Address: _____ Phone Number: _____

_____ Fax Number: _____

Dollar Value of Contract: \$ _____ Contract Dates: _____

Requirements of Contract: _____

BIDDER'S STATEMENT OF FINANCIAL RESPONSIBILITY

The Bidder is required to furnish below a statement of financial responsibility, except when the bidder has previously completed contracts with the City of San Diego covering work of similar scope.

I, _____, certify that my company, _____, has sufficient operating capital and/or financial reserves to properly fund the services identified in these contract specifications for a minimum of two (2) full months. I agree that upon notification of provisional award, I will promptly provide a copy of my company's most recent balance sheet, or other necessary financial statements, as supporting documentation for this statement, if requested. I understand that this balance sheet, as well as any other required financial records, will remain confidential information to the extent allowed under the California Public Records Act.

I certify under penalty of perjury under the laws of the State of California that the information contained in this statement is true and correct.

Dated: _____ Signature: _____

BIDDER'S STATEMENT OF SUBCONTRACTORS

The Bidder is **required** to state below all subcontractors to be used in the performance of the proposed contract, and what portion of work will be assigned to each Subcontractor. Failure to provide details of Subcontractors may be grounds for rejection of bid. NOTE: Add additional pages if necessary.

Company Name: _____ Contact Name: _____

Address: _____ Phone Number: _____

_____ Fax Number: _____

Dollar amount of sub-contract: \$ _____ Contract Dates: _____

Contractor's License #: _____

Requirements of contract: _____

What portion of work will be assigned to this subcontractor: _____

Company Name: _____ Contact Name: _____

Address: _____ Phone Number: _____

_____ Fax Number: _____

Dollar amount of sub-contract: \$ _____ Contract Dates: _____

Contractor's License #: _____

Requirements of contract: _____

What portion of work will be assigned to this subcontractor: _____

Company Name: _____ Contact Name: _____

Address: _____ Phone Number: _____

_____ Fax Number: _____

Dollar amount of sub-contract: \$ _____ Contract Dates: _____

Contractor's License #: _____

Requirements of contract: _____

What portion of work will be assigned to this subcontractor: _____

Certification Survey

For Small, Ethnically and Culturally Diverse,

Woman, Disadvantaged, Disabled Veteran, Or Other Businesses

All Contractors are required to complete this form and return it with their bid package.

Company Name: _____

Mailing Address: _____

Telephone No.: (____) _____

E-Mail Address: _____

1. Contractor's company is currently certified as small, ethnically and culturally diverse, woman, disadvantaged, disabled veteran, or other business? ☐ Yes ☐ No

Certification Number/Agency: _____

2. Contractor's company has applied for certification? ☐ Yes ☐ No

If yes, which agency? _____

3. Contractor's company is an independently owned business? ☐ Yes ☐ No

4. Contractor's company is 51% or more owned by a socially, economically, disadvantaged individual*? ☐ Yes ☐ No

5. SIC Code: _____

6. Number of Employees: _____

7. Annual Gross Receipts (three year average): _____

8. This is not an application for certification. If you would like to receive an application for certification, please check box: ☐

I certify that this information is correct: _____

Authorized Signature

Date

*.Black Americans, Native Americans, Hispanic Americans, Asian-Pacific Americans, Subcontinent Asian Americans, Women, any additional groups whose members are designated as socially and economically disadvantaged by the Small Business Administration (SBA) at such time as the SBA designation becomes effective.

VI. PRICING PAGE**PRICING FOR PRELIMINARY PLANNING AND STATEMENT OF WORK**

<u>Title</u>	<u>Unit Price (Hourly Rate)</u>	<u>U/M (Hours)</u>	<u>Extension (Hourly Rate x Hours)</u>
1. Executive Consultant	\$ <u>209</u>	100 hours	\$ <u>20,942.87</u>
2. Project Manager	\$ <u>169</u>	1,000 hours	\$ <u>169,428.72</u>
3. Senior Business Consultant	\$ <u>112</u>	1,000 hours	\$ <u>112,428.72</u>
4. Business Consultant	\$ <u>95</u>	2,000 hours	\$ <u>190,857.44</u>
5. Management Analyst	\$ <u>82</u>	2,000 hours	\$ <u>164,857.44</u>
		TOTAL:	\$ <u>658,515.20</u>

Appendix C: Proposer's Statement of Financial Responsibility

000056


BIDDER'S STATEMENT OF FINANCIAL RESPONSIBILITY

The Bidder is required to furnish below a statement of financial responsibility, except when the bidder has previously completed contracts with the City of San Diego covering work of similar scope.

I, Ramon Contreras, certify that my company, Grant Thornton LLP, has sufficient operating capital and/or financial reserves to properly fund the services identified in these contract specifications for a minimum of two (2) full months. I agree that upon notification of provisional award, I will promptly provide a copy of my company's most recent balance sheet, or other necessary financial statements, as supporting documentation for this statement, if requested. I understand that this balance sheet, as well as any other required financial records, will remain confidential information to the extent allowed under the California Public Records Act.

I certify under penalty of perjury under the laws of the State of California that the information contained in this statement is true and correct.

Dated: November 15, 2006

Signature:  _____

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Appendix D: Certification Survey

For Small, Ethnically and Culturally Diverse,

All Contractors are required to complete this form and return it with their bid package.

Alexandria, VA 22314

E-Mail Address: Ramon.Contreras@gt.com

- Certification Number/Agency:** _____

- If yes, which agency? _____

5. SIC Code: 8720

7. Annual Gross Receipts (three year average): \$765 million (based on net revenues)

- I certify that this information is correct: _____ 11/15/06

Date _____

Page 43 of 43

08/11/18 PM 3:00
ATLANTA, GA



City of San Diego
EQUAL OPPORTUNITY CONTRACTING (EOC)
 1200 Third Avenue • Suite 200 • San Diego, CA 92101
 Phone: (619) 236-6000 • Fax: (619) 235-5209

WORK FORCE REPORT

LOCAL WORK FORCE

The objective of the *Equal Employment Opportunity Outreach Program*, San Diego Municipal Code Sections 22.3501 through 22.3517, is to ensure that contractors doing business with the City, or receiving funds from the City, do not engage in unlawful, discriminatory employment practices prohibited by State and Federal law. Such employment practices include, but are not limited to, unlawful discrimination in the following: employment, promotion or upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rate of pay or other forms of compensation, and selection for training, including apprenticeship. Contractors are required to provide a completed *Work Force Report*.

CONTRACTOR IDENTIFICATION

Type of Contractor:	<input type="checkbox"/> Construction	<input type="checkbox"/> Vendor/Supplier	<input type="checkbox"/> Financial Institution	<input type="checkbox"/> Lessee/Lessor
	<input checked="" type="checkbox"/> Consultant	<input type="checkbox"/> Grant Recipient	<input type="checkbox"/> Insurance Company	<input type="checkbox"/> Other

Name of Company: Grant Thornton LLP

AKA/DBA: _____

Address (Corporate Headquarters, where applicable): 175 West Jackson Street 20th Floor

City Chicago County Cook State IL Zip 60604

Telephone Number: (212) 856-0200 FAX Number: (312) 602-8099

Name of Company CEO: Ed Nusbaum

Address(es), phone and fax number(s) of company facilities located in San Diego County (if different from above):

Address: 12140 El Camino Real Suite 220

City San Diego County San Diego State CA Zip 92130

Telephone Number: (659) 704-8000 FAX Number: (659) 704-8099

Type of Business: _____ Type of License: _____

The Company has appointed: Jennifer Smith

as its Equal Employment Opportunity Officer (EEEO). The EEEO has been given authority to establish, disseminate, and enforce equal employment and affirmative action policies of this company. The EEEO may be contacted at:

Address: 666 Third Avenue 13th Floor New York, NY 10017

Telephone Number: (212) 542-9816 FAX Number: (212) 370-4520

For Firm's: ☐ San Diego Work Force and/or ☒ Managing Office Work Force

I, the undersigned representative of Grant Thornton LLP

(Firm Name)

Cook

IL

hereby certify that information provided

(County)

(State)

herein is true and correct. This document was executed on this 28th day of March, 2008.

Anne M. Lang
 (Authorized Signature)

Anne Lang

(Print Authorized Signature Name)

CO= 0199386
U= 0199386

EQUAL EMPLOYMENT OPPORTUNITY
2007 EMPLOYER INFORMATION REPORT
CONSOLIDATED REPORT - TYPE 2

000061

SECTION B - COMPANY IDENTIFICATION

1. GRANT THORNTON LLP
175 WEST JACKSON STREET 20TH FLOOR
CHICAGO, IL 60604

2.a. GRANT THORNTON LLP
175 WEST JACKSON STREET 20TH FLOOR
CHICAGO, IL 60604

SECTION C - TEST FOR FILING REQUIREMENT

1-Y 2-N 3-Y DUNS NO.:001752971

SECTION E - ESTABLISHMENT INFORMATION

NAICS:

SECTION D - EMPLOYMENT DATA

JOB CATEGORIES	HISPANIC OR LATINO		NOT-HISPANIC OR LATINO												OVERALL TOTALS
			***** MALE *****						***** FEMALE *****						
	MALE	FEMALE	WHITE	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	ASIAN	AMERICAN INDIAN OR ALASKAN NATIVE	TWO OR MORE RACES	WHITE	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	ASIAN	AMERICAN INDIAN OR ALASKAN NATIVE	TWO OR MORE RACES	
EXECUTIVE/SR OFFICIALS & MGRS	43	27	831	29	0	87	3	0	532	36	0	66	2	0	1656
FIRST/MID OFFICIALS & MGRS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROFESSIONALS	69	68	1023	79	0	191	4	0	964	110	0	256	4	0	2768
TECHNICIANS	0	1	4	2	0	2	1	0	18	3	0	2	0	0	33
SALES WORKERS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE SUPPORT	5	42	24	18	0	4	0	0	294	77	0	15	1	0	480
CRAFT WORKERS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OPERATIVES	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LABORERS & HELPERS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SERVICE WORKERS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	117	138	1882	128	0	284	8	0	1808	226	0	339	7	0	4937
PREVIOUS REPORT TOTAL															4756

SECTION F - REMARKS

DATES OF PAYROLL PERIOD: 08/15/2007 THRU 08/31/2007
CERTIFICATION

CERTIFYING OFFICIAL: ANNE LANG
EEO-1 REPORT CONTACT PERSON: JENNIFER C. SMITH
EMAIL: jennifer.smith@gt.com

TITLE: CHIEF HR OFFICER
TITLE: HR MANAGER
TELEPHONE NO: 2125429816

000063



THE CITY OF SAN DIEGO

April 12, 2007

VIA FACSIMILE TO: (703) 837-4455

Mr. Ramon Contreras, Principal
Grant Thornton LLP
333 John Carlyle Street, Suite 500
Alexandria, VA 22314

Dear Mr. Contreras:

Subject: RFP No. 8520-07-Z-RFP – Preliminary Planning and Statement of Work (SOW) for the Managed Competition Initiative

Your proposal dated November 16, 2006 has been accepted by the City of San Diego. The contract period will be for a period of one (1) year beginning March 12, 2007 through March 11, 2008 with options to renew for four (4) additional one (1) year periods.

In order to facilitate current task orders underway a purchase order (5094739) will be issued not to exceed \$55,000.00. As additional task orders are issued the purchase order will be modified to reflect additional dollars. However, expenditures cannot exceed \$1,000,000, without City Council approval. It is the City's intent to obtain approval from the City Council before the \$1,000,000 threshold is met.

Before a hard copy of the purchase order is released the documents requested below must be submitted to the Purchasing & Contracting Department. Please note that the required documents must be prepared in the manner specified and received by the Insurance Coordinator, City of San Diego, Purchasing Division, 1200 Third Avenue, Suite 200, San Diego, CA 92101-4195, no later than April 23, 2007

INSURANCE REQUIREMENTS:

Our records reflect the following insurance coverage on file and expiration dates.

1. Commercial General Liability (NOT ON FILE) must be for a minimum of \$1,000,000.00 Each Occurrence. **Certificate Required.**
2. Automobile Liability insurance coverage (NOT ON FILE) must be for a minimum of \$1,000,000.00 CSL. **Certificate Required.**



Purchasing Division

1200 Third Avenue, Suite 200 • San Diego, CA 92101-4195

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City of San Diego PRICING AGREEMENT

Bid No.: 8520-07-Z-RFP
PA No. 8090229-0

Ship To: Center ID: 102PURCH PURCHASING & CONTRACTING Attn: SEE ACTUAL PO'S FOR SPECIFICS BILL-TO AND SHIP TO ADDRESS SAN DIEGO, CA 92101-4195	Bill To: Center ID: 102PURCH PURCHASING & CONTRACTING Attn: SEE ACTUAL PO'S FOR SPECIFICS BILL-TO AND SHIP TO ADDRESS SAN DIEGO, CA 92101-4195	Date: 03/04/08 Time: 2:48:50PM OPIS No.: PA07-8090229-0 Commodity Code: 9900 Last Option End Date: 03/11/12
---	---	--

Vendor:

GRANT THORNTON LLP
 333 JOHN CARLYLE ST STE 500
 ALEXANDRIA, VA 22314-5745
 USA

Terms: Net 30

FOB:

Destination

Tax Code: P

Buyer: Michael Winterberg

Phone: (619) 533-6441

Fax: (619) 533-3230

E-Mail: MWinterberg@sandiego.gov

Vendor ID: GTH 03575032

Phone: (703) 637-2735

Fax: (703) 837-4455

Line #	Item ID/Description	Quantity/U/M	Unit Price	Extended Price
<i>This Document is for Contractual Information Only and is NOT a Purchase Order Purchase Orders Will be Issued as Needed</i>				
1	EXECUTIVE CONSULTANT Executive Consultant Managed Competition Initiative. Not to exceed \$1,000,000 per year.	100.00 HR	\$ 213.8100	\$ 21,381.00
2	PROJECT MANAGER Project Manager	1,000.00 HR	172.8900	172,890.00
3	SENIOR CONSULTANT Senior Business Consultant	1,000.00 HR	114.5800	114,580.00
4	BUSINESS CONSULTANT Business Consultant	2,000.00 HR	97.1900	194,380.00
5	MANAGEMENT ANALYST Management Analyst	2,000.00 HR	83.8900	167,780.00

Notes:

Furnish the City of San Diego with Preliminary Planning and Statement of Work (SOW) for the Managed Competition Initiative.

Exercising Option #1 to Renew for an additional one (1) year period beginning 03/12/08 through 03/11/09. A 2.3% price increase has been granted for this option period.

Options Remaining:

03/12/09-03/11/10; Increase not to exceed CPI or 5% whichever is less

03/12/10-03/11/11; Increase not to exceed CPI or 5% whichever is

ss

03/12/11-03/11/12; Increase not to exceed CPI or 5% whichever is less

Vendor contacts:

Ms. Meredith A. Starr, Sr. Contracts Administrator

E-mail: meredith.starr@gt.com

Have questions about doing business with the City of San Diego? Visit our Purchasing web site at www.sandiego.gov/purchasing and get all the answers.

For specific information regarding contract opportunities with the City of San Diego, please visit our Bid & Contract Opportunities web site at www.sandiego.gov/bids-contracts.

**SEE LAST PAGE
FOR TOTALS**



City of San Diego
PRICING AGREEMENT
Bid No.: 8520-07-Z-RFP

PA No. **8090229-0**

Ship To: Center ID: 102PURCH PURCHASING & CONTRACTING Attn: SEE ACTUAL PO'S FOR SPECIFICS BILL-TO AND SHIP TO ADDRESS SAN DIEGO, CA 92101-4195	Bill To: Center ID: 102PURCH PURCHASING & CONTRACTING Attn: SEE ACTUAL PO'S FOR SPECIFICS BILL-TO AND SHIP TO ADDRESS SAN DIEGO, CA 92101-4195	Date: 03/04/08 Time: 2:48:50PM OPIS No.: PA07-8090229-0 Commodity Code: 9900 Last Option End Date: 03/11/12
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Vendor: GRANT THORNTON LLP 333 JOHN CARLYLE ST STE 500 ALEXANDRIA, VA 22314-5745 USA	Terms: Net 30 FOB: Destination Tax Code: P Buyer: Michael Winterberg Phone: (619) 533-6441 Fax: (619) 533-3230 E-Mail: MWinterberg@sandiego.gov
Vendor ID: GTH 03575032 Phone: (703) 637-2735 Fax: (703) 837-4455	

Notes (cont):

Insurance shall be updated as required.

Distribution: File, Vendor, Buyer, Mark Patzman

Have questions about doing business with the City of San Diego? Visit our Purchasing web site at www.sandiego.gov/purchasing and get all the answers.

For specific information regarding contract opportunities with the City of San Diego, please visit our Bid & Contract Opportunities web site at www.sandiego.gov/bids-contracts.

Line Item Total	\$	671,011.00
Tax		0.00
Freight		0.00
PA Total:	\$	671,011.00

MEMORANDUM OF AGREEMENT

Parties

This Memorandum of Agreement ("MOA") is hereby made by and among Grant Thornton LLP ("Proposer") and the City of San Diego ("City"), collectively referred to as the "Parties," to memorialize their acceptance of the terms of the contract resulting to the Proposer's successful proposal in response to the City's Request for Proposal ("RFP") No. 8520-07-Z-RFP, Preliminary Planning and Statement of Work (SOW) for the Managed Competition Initiative.

Recitals

WHEREAS, the Proposer has submitted a proposal in response to the RFP, and in doing so has agreed that, should the proposal be successful, it will be bound by the terms of the Contract Documents as defined here: The RFP; the City of San Diego's General Provisions for Proposals dated January 18, 2005 ("General Provisions"); the proposal submitted (technical and budget volume); the City's award letter(s); the Proposer's Best and Final Offer (if any); the City's written acceptance of any exceptions to clarifications incorporated in the proposal (if any); any exhibits, attachments, or addenda to any of the aforementioned documents; and any documents incorporated therein by reference;

WHEREAS, the City has determined that the Proposer's proposal is the winning proposal and intends to award the contract to the Proposer on that basis;

THEREFORE, the Parties agree to the following:

Agreement

The Parties mutually agree that, as a result of the City's acceptance of the Proposer's proposal in response to the RFP, the Parties shall be mutually bound by the Contract Documents, as defined above. To the extent terms and conditions of the Contract Documents conflict with one another, the order of priority will be as follows: (1) the RFP takes precedence over conflicting terms in the General Provisions; (2) the General Provisions take precedence over conflicting terms in the proposal; and (3) exceptions and clarifications noted in the proposal take precedence over conflicting terms in the RFP and General Provisions only if expressly agreed to by the Parties in writing prior to execution of this MOA.

MEMORANDUM OF AGREEMENT (Continued)

The Parties further agree that the Contract Documents, as defined above and memorialized in this MOA, constitute the entire agreement between the Parties.

Accepted and Agreed,

Grant Thornton, LLP

By: Susan L. Pentecost

Print Name: Susan L. Pentecost

Title: Principal

Date: 5/21/08

City of San Diego

By: Hildred Pepper Jr

Print Name: Hildred Pepper Jr

Title: Director

Date: 5/28/08

I HEREBY APPROVE the form and legality of the foregoing agreement this ____
day of _____, 20__.

MICHAEL J. AGUIRRE, City Attorney

By: _____

Print Name: _____
Deputy City Attorney

MEMORANDUM OF AGREEMENT

Parties

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Grant Thornton LLP

By: Susan L. Pentecost

Print Name: Susan L. Pentecost

Title: Principal

Date: 5/21/08

City of San Diego

By: Hildred Pepper Jr

Print Name: Hildred Pepper Jr

Title: Director

Date: 5/28/08

I HEREBY APPROVE the form and legality of the foregoing agreement this ____
day of _____, 20__.

MICHAEL J. AGUIRRE, City Attorney

By: _____

Print Name: _____

Deputy City Attorney

000071

CITY OF SAN DIEGO

PURCHASING DIVISION
1200 Third Avenue, Suite 200
San Diego, CA 92101-4195
Fax: (619) 236-5904

ADDENDUM A

Proposal No. 8520-07-Z-RFP

Proposal Closing Date: November 16, 2006
@ 4:00 p.m.

Proposals for furnishing the City of San Diego with **Preliminary Planning and Statement of Work (SOW) for the Managed Competition Initiative.**

The following changes to the specifications are hereby made effective as though they were originally shown and/or written:

1. Delete the original page 13 and replace with the attached Addendum A page 13. (NOTE: Section II, paragraph T has been added.)
2. Delete the original page 17 and replace with the attached Addendum A page 17. (NOTE: Section IV, paragraph A has been changed.)
3. Delete the original page 23 and replace with the attached Addendum A page 23. (NOTE: Section IV, paragraph F, item 12 has been changed.)
4. Add a four (4) page "Pre-Proposal Questions and Answers". (NOTE: This is for informational purposes only and is not part of any resulting contract.)

CITY OF SAN DIEGO PURCHASING DIVISION

Michael Winterberg
Procurement Specialist
(619) 533-6441

November 8, 2006

MW/bl

S. INCURRED EXPENSES

The City will not be responsible for any expenses incurred by *Proposers* in preparing and submitting a Proposal or best and final offer or in making an oral presentation or demonstration.

T. PRECLUDED PARTICIPATION

In order to avoid any real or perceived conflicts of interest, the successful Proposer to this RFP will be precluded from participation in any solicitations or contracts that result, directly or indirectly, from this RFP.

I. SPECIFICATIONS

A. GENERAL REQUIREMENTS

The Contractor shall provide all labor, services, management, supervision, materials, equipment, and transportation necessary to support the City in conducting Preliminary Planning and SOW Development Task Orders. It is anticipated that Preliminary Planning will conclude within two (2) months from the first meeting the Contractor attends after issuance of a task order. The Contractor shall then support the full SOW Development effort to include delivery of the one hundred (100%) deliverable of the SOW and continue to be available during the solicitation phase of the managed competition to assist the City representatives in answering questions regarding the SOW. It is anticipated that SOW Development will conclude within six (6) months from the first kick-off meeting the Contractor attends. In general, the desired outcome of the process is a successful managed competition completed within the mandated timeframe in accordance with City ordinances, laws, regulations, directives, and instructions. **The City will use a managed competition process similar to the Federal Government's OMB Circular A-76 process. No alternative processes will be considered.**

B. CITY FURNISHED PROPERTY, MATERIALS, AND SERVICES

The City will temporarily furnish or make available to the Contractor certain City-owned facilities, equipment, materials, services, and utilities including copiers, local telephone service, fax, email and internet, for use in connection with this contract. All City provided items are strictly for Contractor use while on site. A local City point of contact will be identified to the Contractor during the initial meeting, at which time the specific terms, conditions, and use of City furnished items will be established. The Contractor shall take adequate precaution to secure working documents and adhere to any security provisions established by the City regarding use of these spaces. All workspaces shall be returned to the City in the same condition as received, except for reasonable wear and tear.

Existing documents and data collected and developed by the responsible City department will be provided to the Contractor. The documents and data have not been subject to analysis or validation outside the responsible department. The extent that the existence of these documents and data can shorten Preliminary Planning and SOW development is a decision by proposers to be reflected in their response to this RFP. Workload, cost and other performance data have been captured by the responsible City department.

C. CONTRACTOR FURNISHED ITEMS

Except for items listed in Section IV, Paragraph B, the Contractor shall provide all other facilities, equipment, materials, and services to perform the requirements of this RFP.

9. Property Inventory. The Contractor shall assess the availability of an existing property inventory. The Contractor shall define a property inventory collection process, as necessary, to be consistent with the scoping and grouping determination, and develop inventory collection methodologies in a Property Inventory Plan submitted to the Project Manager for City approval prior starting the inventory process. The Contractor shall lead the property inventory effort and document all findings, establishing a database for inventory collection and sorting if none is currently available. The cost of property, to include maintenance, shall be captured as needed to support baseline costing and estimating. All documentation supporting the collection process, methodology, and inventory shall be submitted to the Project Manager in a Property Inventory Report.
10. Preliminary Planning Baseline Costs. The Contractor, under the guidance of the Team Leaders shall use the most current version of COMPARE software and incorporate the most current tables to create the file for determining the Activities baseline cost. The Contractor shall utilize the property inventory database to capture facility, equipment, material, and supply costs. The Contractor shall support the continual refinement of baseline costs throughout the preliminary planning process. The Contractor shall submit the final COMPARE baseline cost model, the COMPARE file "password", all supporting documentation, and the Baseline Costing Report to the Project Manager.
11. Preliminary Planning SOW Training. The Contractor shall conduct SOW training for a broad audience during Preliminary Planning. Topics to be covered include Performance-Based Service Acquisition principles and the SOW template format. Workload data collected during Preliminary Planning may not be used to develop SOW requirements in this training session.
12. Type of Competition. The Contractor will assist the Preliminary Planning Team Leader in determining the number and types of competitions to pursue. **The Contractor shall assist with the determination of whether competitions will be single or multi function as part of preliminary planning.**
13. Preliminary Planning Report. The Contractor shall work with the Team Leaders to compile a summary of all preliminary planning process efforts to develop a Preliminary Planning Report. The Preliminary Planning Report summarizes all assumptions, processes, and conclusions of the preliminary planning process steps outlined above to recommend a course of action. The Preliminary Planning Reports integrates in summary, individual reports, plans and deliverables into a comprehensive record and contains a competition POAM, if applicable.
14. Best Practices and Lessons Learned. The Contractor shall document best practices used and lessons learned during preliminary planning. The Contractor shall submit this documentation to the Project Manager.

**Proposal No. 8520-07-Z-RFP
Pre-Proposal Questions and Answers**

Please note that the questions and answers are for information purposes only and are not part of the contract.

Question 1

Please confirm there will be a single contract awarded from this solicitation.

Answer 1

As specified in Section II, Paragraph P "City's Unilateral Right" on page 12 of the RFP, "the City has the unilateral right to award a contract to one or more Proposers."

Question 2

Will each of the functions listed on P.4 represent one task order, or will some functions be bundled together?

Answer 2

A decision has not yet been made on what functions will be competed, or whether the competitions will be single or multi function. The functions listed on Page 4 are intended to provide potential proposers with an idea of the functions that may be considered for managed competition.

Question 3

P.25 #11 discusses firewall and conflict of interest issues. Will there be a subsequent solicitation for the equivalent of the Federal government OMB circular A-76 Most Efficient Organization/Agency Tender Offer? If so, will the company performing the Preliminary Planning/SOW Development efforts be excluded from submitting a proposal due to potential Organizational Conflict of Interest issues?

Answer 3

At this time, the City does not plan to contract for consultant support to assist with the preparation of the in-house workforce proposal.

Question 4

Where will answers to bidders questions for this RFP be posted for viewing?

Answer 4

Answers will be posted for viewing and downloading in PDF format in the City's website, www.sandiego.gov/bids-contracts, within the following links; Bids Available for Download; Consultant Services - Consultants-All Others; Preliminary Planning & SOW for Managed Competition.

Question 5

Will a successful bidder for this project preclude participation in the future bid(s) for the actual service work?

**Proposal No. 8520-07-Z-RFP
Pre-Proposal Questions and Answers (Continued)**

Answer 5

The Specifications have been changed to address this question. Please refer to Section II, Paragraph T on page 13 this Addendum A.

Question 6

Is the City expecting to end up with a process that separately bids the 12 areas of service outlined in 1.B?

Answer 6

A decision has not yet been made on what functions will be issued for competition, or whether the competitions will be single or multi function. The functions listed on Page 4 are intended to provide potential proposers with an idea of the functions that will be considered for managed competition.

Question 7

The current RFP contemplates a "managed competition" process ultimately for the services outlined. Is the City set on this type of competition or is it open to alternatives?

Answer 7

The Specifications have been changed to address this question. Please refer to Section IV, paragraph A on page 17 of this Addendum A.

Question 8

Is the City open to alternative proposals and ideas in response to the current RFP?

Answer 8

The Specifications have been changed to address this question. Please refer to Section IV, paragraph A on page 17 of this Addendum A.

Question 9

Is the fulfillment of this RFP contingent upon the passing of the referendum mentioned?

Answer 9

Yes. The City of San Diego managed competition ballot measure (Proposition C) passed on November 7, 2006.

Question 10

Is the City receptive to receiving input and suggestions from consultants who are interested in providing one or more of the stated services, or will the City only accept comments/suggestions from invited companies?

**Proposal No. 8520-07-Z-RFP
Pre-Proposal Questions and Answers (Continued)**

Answer 10

The Specifications have been changed to address this question. Please refer to Section II, Paragraph T on page 13 this Addendum A.

Question 11

Does the City plan to develop this as a true Managed Competition, where City departments will bid on the scope of services along with the private sector?

Answer 11

Yes.

Question 12

What percentage of time are consultants expected to work on-site?

Answer 12

Section IV, Paragraph I on page 32 of the RFP specifies the Place of Performance requirements. There is no prescribed minimum percentage of time the consultant is required to be on-site.

Question 13

Page 24, item 12 talks about the consultants helping the Preliminary Planning Team to determine the number and types of competition to pursue. We presume that this is within a particular business function. Will there be an opportunity to assist the City in determining the number and types of competitions to pursue looking across functions (i.e., in advance of initiating the Preliminary Planning phase of work for a function)?

Answer 13

The Specifications have been changed to address this question. Please refer to Section IV, paragraph F, item 12 on page 23 of this Addendum A.

Question 14

Is the City of San Diego currently performing managed competition related work with an incumbent support contractor?

Answer 14

No.

Question 15

Does the City of San Diego intend to conduct separate competitions for all services listed on page 4 of 43? If so, will these be competed separately, or is the City open to evaluating possible combinations of functions?

**Proposal No. 8520-07-Z-RFP
Pre-Proposal Questions and Answers (Continued)**

Answer 15

A decision has not yet been made on what functions will be competed, or whether the competitions will be single or multi function. The functions listed on Page 4 are intended to provide potential proposers with an idea of the functions that will be considered for managed competition.

Question 16

Are there available copies of past management/business improvement reports that are relevant to the competitions?

Answer 16

Not at this time. Once they are available, they will be provided to the successful Proposer of this RFP.

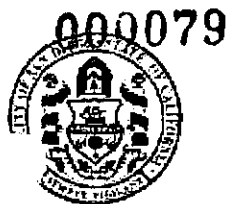
Question 17

Page 36 of 43 discusses the requirement to include a percentage of time staff will dedicate to the project. Please clarify the RFP requirements for percentage commitment on personnel. This information appears to more relevant to a particular Task than a blanket purchase agreement contract vehicle.

Answer 17

In anticipation of performing a task order, the requirement is to estimate the percentage of time each individual will be dedicated to the project.

NOV 14 2006
08:13 PM
SAM HECH, RA



CITY OF SAN DIEGO

PURCHASING DIVISION
1200 Third Avenue, Suite 200
San Diego, CA 92101-4195

Proposal No. 8520-07-Z-RFP

REQUEST FOR PROPOSAL

Closing Date: November 16, 2006
@ 4:00 p.m. Pacific Standard Time
(PST)

Subject: Furnish the City of San Diego with Preliminary Planning and Statement of Work (SOW) for the Managed Competition Initiative, as may be required for a period of one (1) year, with an option to renew for four (4) additional one (1) year periods, in accordance with the attached specifications.

Company Grant Thornton LLP
Federal Tax I.D. No. 36-6055558
Street Address 333 John Carlyle Street, Suite 500
City Alexandria
State Virginia Zip Code 22314
Tel. No. 703-637-2735 Fax No. 703-837-4455
E-Mail Ramon.Contreras@gt.com

Name Ramon Contreras

(PRINT OR TYPE)

Signature* [Signature]

Title Principal

Date November 15, 2006

**Authorized Signature: The signer declares under penalty of perjury that she/he is authorized to sign this document and bind the company or organization to the terms of this agreement.*

ONLY PROPOSALS WITH AN ORIGINAL SIGNATURE
WILL BE ACCEPTED.

's cover page must be completed and submitted as part of your bid.

If your firm is not located in California, are you authorized to collect California sales tax? ☐ YES ☐ NO

If YES, under what Permit # _____

Cash discount terms _____ % _____ days.

[Terms of less than 20 days will be considered as Net 30 for bid evaluation purposes.]

Note: Grant Thornton LLP has offices in California.

FOR FURTHER INFORMATION CONCERNING THIS PROPOSAL

MICHAEL WINTERBERG/bl9, Procurement Specialist

Phone: (619) 533-6441

Facsimile: (619) 533-3230

E-mail: MWinterberg@sandiego.gov

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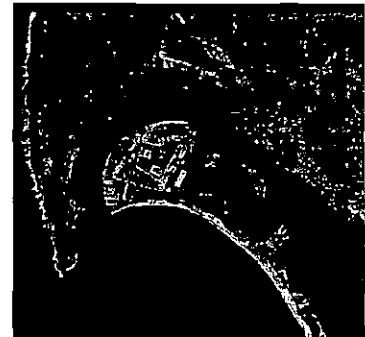
Grant Thornton 

**Proposal for 8520-07-Z-RFP, Preliminary Planning and
Statement of Work (SOW) for the Managed Competition
Initiative**

Volume I – Technical Proposal

November 16, 2006

Copy



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Grant Thornton 

Accountants and
Management Consultants

Grant Thornton LLP
The US Member Firm of
Grant Thornton International

November 16, 2006

Mr. Michael Winterberg
Procurement Specialist
City of San Diego, California
Purchasing Division
1200 Third Avenue, Suite 200
San Diego, CA 92101-4195

Reference: RFP 8520-07-Z-RFP for Preliminary Planning and Statement of Work
support services for the City of San Diego's Managed Competition Initiative.

Dear Mr. Winterberg:

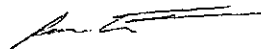
Grant Thornton LLP is pleased to submit the enclosed technical response to request for proposal (RFP) 8520-07-Z-RFP for Preliminary Planning and Statement of Work support services for the City of San Diego's Managed Competition Initiative. In accordance with the RFP Instructions to Offerors, we are submitting our technical and cost proposals in separate volumes.

Please note that Grant Thornton seeks the opportunity to negotiate with the City of San Diego regarding a limited number of terms and conditions in the subject request for proposal and general provisions for proposals. We have provided these items in the attachment to this cover letter. We look forward to discussing and clarifying these items with you.

Grant Thornton looks forward to working with you on this important effort. Should you require any additional information, please contact me at (703) 637-2735 or Ms. Deirdre Pender, our Director of Contracts, at (703) 837-4536.

Sincerely,

GRANT THORNTON LLP



Ramon Contreras
Principal

Suite 500
333 John Carlyle Street
Alexandria, VA 22314
703.837.4400 Tel
703.837.4466 Fax

Attachment

Exceptions to Terms and Conditions

Grant Thornton LLP seeks the opportunity to negotiate with the City of San Diego regarding the following terms and conditions in the subject request for proposal and general provisions for proposals.

CITY OF SAN DIEGO, PURCHASING DIVISION Proposal No. 8520-07-Z-RFP REQUEST FOR PROPOSAL

SUSPENSION OF WORK (page 15, III.F)

The Contract Administrator unilaterally may order the successful Proposer in writing to suspend, delay, or interrupt all or any part of the work for such period of time as he or she may determine to be appropriate for the convenience of the City.

If work is suspended, delayed, or interrupted at the direction of the Contract Administrator, Grant Thornton reserves the right to renegotiate schedules at work resumption. We would not be faulted for any delays in performance resulting from the suspension, delay, or interruption once work resumes. In addition, we recognize that it might take time to regroup, reassemble the team (as people might have been assigned to other projects during the delay), and resume work.

BIDDER'S STATEMENT OF FINANCIAL RESPONSIBILITY (page 41, Attachment)

The Bidder is required to furnish below a statement of financial responsibility, except when the bidder has previously completed contracts with the City of San Diego covering work of similar scope.

"I agree that upon notification of provisional award, I will promptly provide a copy of my company's most recent balance sheet, or other necessary financial statements, as supporting documentation for this statement, if requested. I understand that this balance sheet, as well as any other required financial records, will remain confidential information to the extent allowed under the California Public Records Act.

As a partnership, Grant Thornton LLP does not provide balance sheets or financial statements. However, we will be happy to provide letters of good standing from our bank.

CITY OF SAN DIEGO, PURCHASING DIVISION GENERAL PROVISIONS FOR PROPOSALS DATED 01/18/2005

Litigation Warranty (page 4, B.7)

Unless the Proposer specifically indicates otherwise in the Proposal, submission of a Proposal is deemed a warranty by Proposer that no judgments or awards have been entered against Proposer and that it is not currently involved in litigation or arbitration concerning Proposer's provision of services or goods similar to those which are the subject of this Contract. If Proposer discloses that such a warranty cannot be made, the City will require Proposer to furnish the City with a performance bond executed by a surety company authorized to do business in the State of California and approved by the City in a sum equal to one hundred percent (100%) of the Contract Amount.

For the purpose of this proposal, we understand "services or goods similar to those which are the subject of this Contract" to be public sector competitive sourcing support. We warrant that we do

not have any judgments or awards entered against us and that we are not currently involved in litigation or arbitration in connection with delivery of any comparable project.

Warranties (page 11, F.5)

a. All goods and services provided under the Contract shall be warranted by Contractor and/or manufacturer for at least twelve (12) months after Acceptance by City, except automotive equipment, which will be warranted for a minimum of 12,000 miles or 12 months, whichever occurs first, unless stated differently in the Specific Provisions.

b. Contractor shall be responsible to the City for all warranty service, parts and labor. Contractor is responsible for ensuring that warranty work is performed at a facility acceptable to City and that services, parts and labor are available and provided to meet City's schedules and deadlines. Contractor may establish a warranty service contract with an agency satisfactory to City instead of performing the warranty service itself.

Grant Thornton warrants that any data or information (including without limitation, computer software) the firm delivers or supplies shall not infringe the intellectual property rights of any third party. Grant Thornton further warrants that to the extent that it includes in its work any data or information that a third party owns, Grant Thornton has obtained all licenses necessary to use such data or information in its work. GRANT THORNTON MAKES NO WARRANTIES, EXPRESS OR IMPLIED, INCLUDING THE IMPLIED WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE. We also do not warrant computer hardware, software or services provided by other parties.

Conflict of Interest (page 12, F.8)

By submission of a Proposal, the Proposer warrants that there has been no direct, or indirect involvement in the procurement process pertaining to this Proposal by a City employee, or member of the employee's immediate family, or elected or appointed member of City government, with a financial interest or other personal interest incompatible with the proper discharge of their official duties or an arrangement concerning prospective employment with Proposer. In the event such a conflict occurs, it must be reported immediately to the Purchasing Agent. A breach of this warranty may render this Contract void with remedies including, but not limited to recovery of all direct and indirect damages, Suspension or Debarment.

By submission of our Proposal, Grant Thornton LLP does hereby warrant that there has been no direct, or indirect involvement in the procurement process pertaining to this Proposal by a City employee, or member of the employee's immediate family, or elected or appointed member of City government, with a financial interest or other personal interest incompatible with the proper discharge of their official duties or an arrangement concerning prospective employment with Grant Thornton LLP. In order to ensure complete transparency, please know that one of our employees, Ms. Anna Danegger, is the spouse of Mr. David Jarrell, who is an employee of the City of San Diego. Neither Ms. Danegger nor Mr. Jarrell possesses a financial or other personal interest in the results of this procurement.

Equal Employment Opportunity and Nondiscrimination (page 13, F.11(c))

Proposer shall include in the Proposal a list of all instances within the past ten (10) years where a complaint was filed or pending against Proposer in a legal or administrative proceeding alleging that Proposer discriminated against its employees, subcontractors, vendors, or suppliers, and a description of the status or resolution of that complaint, including any remedial action taken.

Our privacy and human resources standards do not permit us to provide information regarding complaints or litigation alleging discrimination against employees, subcontractors, vendors or suppliers.

Termination for Default (page 14, G.2)

a. The City may, by written notice of default to the Contractor, terminate the whole, or any part of, this Contract, provided that Contractor fails to cure such default within ten days after receipt of such notice. The following are considered defaults:

- (1) Failure to make delivery of the goods or to perform the services within the time specified; or*
- (2) Failure to perform any of the obligations of this Contract, or to make progress in performance which may jeopardize full performance.*

b. In the event the City terminates this Contract, in whole or in part, the City may procure, upon such terms and in such manner as the Purchasing Agent may deem appropriate, goods or services and the Contractor shall be liable to the City for any excess costs. The Contractor shall also continue performance to the extent not terminated.

Subsection a.(1). We request an exception to this clause in cases where the failure to deliver in accordance with agreed upon schedules, to perform a contract obligation or to make progress in a way that might jeopardize full performance is due to factors outside of Grant Thornton control – e.g., war, natural disaster, failure of external parties to meet obligations on which our work is dependent.

Subsection b. We cannot agree to liable for excess costs as expressed.

Indemnification and Hold Harmless Agreement (page 16, H.1)

With respect to any liability, including but not limited to claims asserted or costs, losses, attorney fees, or payments for injury to any person or property caused or claimed to be caused by the acts or omissions of the Contractor, or the Contractor's employees, agents, and officers, arising out of performance involving this Contract, the Contractor agrees to defend, indemnify, protect, and hold harmless the City, its agents, officers, and employees from and against all liability. Also covered is liability arising from, connected with, caused by, or claimed to be caused by the active or passive negligent acts or omissions of the City, its agents, officers, or employees which may be in combination with the active or passive negligent acts or omissions of the Contractor, its employees, agents or officers, or any third party. The Contractor's duty to defend, indemnify, protect and hold harmless shall not include any claims or liabilities arising from the sole negligence or sole willful misconduct of the City, its agents, officers or employees.

In lieu of the above indemnification clause, we would like to use our Firm's standard indemnification clause as modified for this particular effort:

Successful Proposer agrees to defend, indemnify and hold harmless County, its elected and appointed officials, employees and all volunteers, from and against any all claims, actions, damages, liability and expense, including attorneys' and other professional fees, and the expenses of such parties, in connection with loss of life, personal injury, and / or damage of property arising from the work and operation under this Agreement, but only to the extent caused by the negligent acts or omissions, in whole or part, of the Proposer, its officers, agents, subconsultants or employees. Notwithstanding the foregoing, the liability of Subcontractor and its present and former partners, principals and employees under this contract for any claim, including but not limited to negligence, breach of contract, breach of warranty, or for indemnification, shall not exceed the fees it receives or received under this contract; nor shall Proposer and its present and former partners, principals and employees be liable for any special, consequential, incidental, exemplary

damages or loss (or any lost profits, taxes, interest, tax penalties, savings or business opportunity).

Insurance (page 16, H.2)

- a. The City and its respective elected officials, officers, employees, agents, and representatives shall be named as additional insured in all policies and coverage as required in the Specific Provisions. The City's additional insured status must be reflected on appropriate additional endorsement form which shall be submitted to the City for approval.*
- b. All policies must have a thirty-day non-cancellation clause, giving the City thirty days prior written notice in the event the policy is canceled. Policies can not be materially changed without thirty calendar day's prior written notice to the City by certified mail.*
- c. The requisite policies are primary and non-contributory to any insurance that may be carried by the City, as reflected in an endorsement which shall be submitted to the City for approval.*

Grant Thornton LLP holds appropriate insurance policies and coverage. However, we take exception to clauses a. and b. above as we cannot name clients as an insured, nor can we notify our clients of changes to our insurance. Additionally, we take exception to c. as we do not provide endorsements of our insurance. However, we will work with the City to reach a different solution for demonstrating the adequacy of our coverage.

Examination and Retention of Records (page 16, H.4)

- b. The Contractor shall make available all requested data and records at reasonable locations within the City or County of San Diego, at any time during normal business hours, and as often as the City deems necessary. If records are not made available within the City or County of San Diego, the Contractor shall pay the City's travel costs to the location where the records are maintained. Failure to make requested records available for audit by the date requested may result in termination of the Contract.*

As needed, we will provide copies of records located out-of-state in lieu of providing travel for City of San Diego staff to travel to our offices elsewhere.

Jurisdiction, Venue, and Attorney Fees (page 19, H.16)

The venue for any suit or proceeding concerning Proposals or the Contract Documents the interpretation or application of any of its Terms, or any related disputes shall be in the County of San Diego, State of California. The prevailing party in any such suit or proceeding shall be entitled to a reasonable award of attorney fees in addition to any other award made in such suit or proceeding.

We do not agree that the prevailing party shall be entitled to an award of attorneys' fees as referenced in the above provision.

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**Proposal for 8520-07-Z-RFP, Preliminary Planning and
Statement of Work (SOW) for the Managed Competition
Initiative**

Volume I – Technical Proposal

November 16, 2006

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Section 1: Executive Management Summary

1.1 Proposal Structure

We have structured this proposal to correspond to the evaluation criteria established by the City of San Diego Request for Proposals (RFP) 8520-07-Z-RFP. Our team has organized the document into two sections:

1. This first section describes our understanding of the City of San Diego's needs, provides a synopsis of our qualifications to support the City in this effort, and highlights key elements of our management approach.
2. Section 2 explains how the Grant Thornton Team will execute the project in accordance with the RFP specifications. This section includes responses to each paragraph of the Specifications section of the RFP, citing the heading and describing the Grant Thornton response to each requirement. Also included in Section 2 are examples of our past performance experiences. This section ends with a description of the Grant Thornton Team, reporting relationships, and team member resumes.

1.2 Our Understanding of Your Needs

Mayor Sanders has articulated a management vision for San Diego to "reduce waste, duplication and bureaucracy; and ... search for more cost-effective ways to provide quality services."¹ The voters approved the ballot initiative on managed competition on November 7, 2006, which opens the door to competition between City departments and qualified outside providers. This initiative (Proposition C) is a key part of the Mayor's platform to improve City efficiency and effectiveness. The goals of managed competition include:

- Improving services while lowering costs;
- Creating a better return on investment for the taxpayers; and
- Reinvesting savings into high priority programs.

To undertake a managed competition effort, the City of San Diego is seeking the support of a contractor to assist with competition preliminary planning and statement of work (SOW)

¹ Mayor's 2006 State of the City Fact Sheet, published January 12, 2006

development activities for a number of City functions and/or services. As this proposal will illustrate, Grant Thornton brings experience in assisting government clients with strategic planning for competition selection and in executing competitions. In addition, Grant Thornton professionals have supported numerous clients with managed competition and related business improvement studies. We have provided these services for a range of functions identified in the RFP, such as custodial services, fleet maintenance, building repair and maintenance, and others. This experience makes our firm a natural choice for consultant support to help the City of San Diego improve service effectiveness and efficiency through managed competition.

1.3 Why Grant Thornton?

Founded in 1924, Grant Thornton is one of the largest accounting and management consulting firms in the world. With net revenues of \$1.8 billion last year, Grant Thornton employs a staff of 22,000 professionals and 2,270 partners servicing over 100 countries. Our U.S. firm has over 750 partners and managers located in 51 offices, enabling our senior staff to maintain a close relationship with our clients while providing a broad range of financial, technological and performance solutions.

Grant Thornton's Global Public Sector (GPS) practice strictly focuses on helping cities, states, and federal agencies improve performance and maintain the public trust. GPS concentrates on providing public sector clients with practical, value-oriented services to achieve tangible business results, manage change, and meet competitive challenges. With over 450 professionals focused on helping the government improve performance, we have the depth and breadth of capabilities, knowledge and experience to help meet the City of San Diego's requirements for consulting services.

Our breadth of experience in supporting public-private competitions and our specific, relevant experience in supporting preliminary planning and SOW development ideally positions Grant Thornton to assist the City of San Diego with conducting competitions. We have highlighted key elements of our pertinent experience below:

- Grant Thornton has supported over 100 managed competition efforts. This experience includes competitions for functions similar to those identified in the RFP, such as roads and trails maintenance, building repair and maintenance, fleet maintenance, facilities, waste control, environmental functions and others. We have experience in helping our government clients conduct managed competitions for all of the functional areas identified in the RFP. These competitions have involved such clients as the US Navy's public works functions in San Diego, public works functions at Henderson Hall Marine Corps Base, and public works functions at 29 Palms Marine Corps Base.
- We have supported clients at the federal and local level through the preliminary planning and SOW development activities as described in the City of San Diego's RFP. Grant Thornton currently has Blanket Purchase Agreement contracts with the US Navy and US Army to provide preliminary planning and SOW development support, and has developed an extensive library of tools and templates for associated tasks. We have supported most federal agencies with implementing managed competitions, as directed under the federal Office of Management and Budget (OMB) Circular A-76. We have

also supported the City of Washington, DC with managed competition efforts for parking meters and for parks and recreation related functions.

- The Grant Thornton Team includes highly skilled professionals with direct experience supporting managed competitions. We have a highly professional staff with a variety of relevant backgrounds, such as performance based acquisition, industrial engineering, information technology, contracting, accounting, finance, personnel management, management analysis, and quality assurance. Our key personnel have worked on managed competition efforts for the functions identified in the RFP, such as facilities operations, fleet maintenance, and waste management. In addition, we have several personnel based in the southern California area, and have access to firm resources throughout the country. The Global Public Sector office has a satellite office location in San Antonio, Texas from which the Team may quickly deploy additional resources.
- We have supported numerous competitions that include multiple activities. In defining the scope of the competition, we will leverage this experience to assist the City of San Diego structure business units that will both attract competition and retain clear accountability for service delivery.
- We bring corporate experience in all aspects of the managed competition process, including: preparing competitive sourcing feasibility studies and business case analyses; conducting market research; writing SOWs; designing Most Efficient Organizations (MEOs), agency tenders and agency cost estimates; applying COMPARE™ for costing; preparing solicitations; facilitating the procurement process; performing independent reviews; developing continuing government activity (CGA), independent government estimates (IGE), and estimated contractor bids; supporting contests and protests; developing phase-in plans and providing transition and implementation support; and conducting post-competition accountability. The Department of Defense recognized our depth of expertise in using the COMPARE™ software by requesting our firm to perform beta testing of the tool prior to a recent upgrade release.
- Our firm's management approach is structured to build quality reviews into the process to help manage risk and to deliver the best possible product to our clients. We have designed a collaborative approach to engaging the team for maximum participation while allowing government team members the flexibility to balance concurrent duties. We employ state of the art technology such as a team website for document storage, control and administration, on-line survey tools, and video and web conferencing capabilities.

We strive to develop strong working relationships with our clients. Our experiences tell us that conducting managed competitions requires buy-in and teamwork to generate desired results. The Grant Thornton Team is committed to collaborating with the City of San Diego to successfully support the managed competition initiative and to achieve the City's managed competition goals.

1.4 Our Vision for Managed Competition

Our belief is that competition drives efficiency and performance improvement. We have helped set up numerous competition program offices for clients. In this support role, we have advised our clients on the best strategic approach to implementing competition in the government

environment. We strive to link competitions to the strategic goals and metrics of our client's organization. Competitions are often political and always come with significant risk of damaging employee morale. Our approach is to create a fair competition by providing independent advice and guidance on the competition process. We help to manage employee morale through supporting proactive communication, senior leadership buy-in, and working with our client's human resource service operations to provide guidance to the employees. The following section provides further detail on our approach to the preliminary planning and SOW development activities.

Section 2: Our Approach

2.1 General Requirements (Section IV, A)

The first step in conducting managed competitions will be the strategic evaluation of all possible competition candidates and the selection and sequencing of competitions. We have supported clients in conducting this high level analysis of competition candidates through a 'suitability' assessment. For example, Grant Thornton supported the US Customs and Border Protection and US Citizenship and Immigration Service organizations within the Department of Homeland Security to evaluate how best to conduct competitions under OMB Circular A-76. Our team facilitated discussions with key decision makers to evaluate each initial business unit's readiness for the competition process. The Homeland Security analysis included evaluation of factors such as availability of personnel to support the competition, the organization's relative stability, the opportunities for business improvement, and the level of security risk inherent in performing each function. The results of the analysis helped the program office responsible for conducting managed competitions to best deploy limited government resources and to sequence task orders for consultant support. Grant Thornton is prepared to assist the City of San Diego in evaluating these and other relevant factors to develop a competition plan.

Grant Thornton will respond to task orders for individual competitions as described in the RFP. Our structured approach and depth of experience means we will employ proven techniques and templates to accomplish the required tasks, including a data collection methodology. Because of this experience, we are capable of delivering the requirements outlined for an individual competition in the RFP within six (6) months from the first kick-off meeting. Grant Thornton is prepared to complete preliminary planning analyses within two (2) months of the first meeting after task order award. Our approach is to incorporate our existing, proven methodology into the controlling City ordinances, laws, regulations, directives and instructions relevant to managed competitions.

We fully engage our clients on consulting projects to create a collaborative team environment. Our Grant Thornton Team members will be part of the City's Preliminary Planning and SOW Development teams. Our Project Manager will work closely with the City's Project Manager and team leaders to conduct a competition that is fair, drives towards efficiency while enhancing accountability, and delivers the best overall value to City of San Diego taxpayers.

2.2 City Furnished Property, Materials, and Services (Section IV, B)

The Grant Thornton Team will establish document control and security processes to protect competition documents. Grant Thornton's Project Manager will review these processes with the City's Project Manager for approval. The Grant Thornton Project Manager will ultimately be responsible for implementing these control procedures. Among other control and security processes, all documents created in association with the effort will be password protected. Grant Thornton personnel will sign non-disclosure statements and affirmatively acknowledge their responsibility for document control.

Once document control and security processes are in place and we receive relevant materials from the City, we will evaluate any past management studies, organizational analyses or other documents that may assist the City in conducting a given competition for services. These documents will influence project schedule development based on availability of existing workload, cost and performance information.

We plan to use temporarily-furnished government-owned facilities under this contract vehicle. Our key team members will conduct data collection and work on-site for the majority of their time on the projects. We understand that all government-provided facilities, equipment, materials, services and other items are strictly for use related to the City of San Diego Managed Competition tasks.

2.3 Contractor Furnished Items (Section IV, C)

Grant Thornton will provide all facilities, equipment, materials and services, not listed in Section IV, B of the RFP, necessary to perform the requirements of the RFP. We will provide software to organize and catalog data in document and database repositories on the project web site (WebExOne.com).

2.3.1 Portable Electronic Equipment (Section IV, C.1)

Our consultants are equipped with the necessary technology to perform the tasks identified in this RFP. Grant Thornton provides all professional staff personal notebook computers containing the MS Office suite and MS Project. Our team will download the latest version of the COMPARE™ software prior to the first kick-off meeting with the City of San Diego. This software will be available on the team's laptop computers throughout the project duration. The Grant Thornton Team will also utilize other miscellaneous electronic equipment to complete project tasks (e.g., cell phones, viewgraph projection equipment, recording devices, personal data assistants, memory sticks, CD-ROMs). Grant Thornton will confirm that all such equipment is acceptable at the project kick-off with the designated City point of contact.

2.3.2 Long Distance Telephone Service (Section IV, C.2)

Each member of the Grant Thornton Team will have access to long distance telephone service through the use of cellular phones. Grant Thornton will reimburse employees for such calls made while working on the engagement at no cost to the City.

2.3.3 Transportation and Parking (Section IV, C.3)

The City will not reimburse team members for transportation or parking costs. The firm will reimburse employees for all such costs, if deemed allowable, at no cost to the City.

2.4 Management (Section IV, D)

Successful project management hinges on informed management decision making and follow-up. To provide complete and timely performance of the services described in the RFP, the Grant Thornton Team will employ our established project and engagement management procedures. Using this approach, Grant Thornton will establish a plan, define the schedule and needed resources, track progress and costs, conduct continuous supervision, and perform quality control.

2.4.1 Work Control (Section IV, D.1)

Grant Thornton will build a realistic work plan based on our experience with similar past projects. We will adhere to that work plan through weekly monitoring and management of the schedule. Our project management approach helps us monitor risks and issues through tracking to resolution. We establish mechanisms for clear communication – of data requirements, participation requirements, risks, issues, action items – within our team and with the client team. We provide an interactive review cycle of key content leading to deliverable development. Our work control process employs planned milestone reviews and content review points. This is followed by a QA process that encompasses peer review by persons responsible for developing the products, and a review by Grant Thornton Team leaders (e.g., partner, QC Reviewer) and SMEs. Finally, we will review deliverables to confirm format and incorporation of comments. We will complete this process prior to the final customer review.

2.4.2 Scheduling (Section IV, D.2)

Grant Thornton will build an executable, realistic project plan to accomplish the preliminary planning and SOW development activities within the required timeframes. Our experience with related competitions provides us insight and templates to position our team to accomplish the work successfully. Grant Thornton uses Microsoft Project to track project progress, assign team responsibilities and monitor milestones in a Plan of Actions and Milestones (POA&M). We have included a draft POA&M in Appendix C for illustrative purposes. We will use this POA&M as a starting point for each task order once released by the City. The Grant Thornton Project Manager will provide a more detailed version of this document prior to project kick-off. By providing this document prior to our introductory meeting, the Grant Thornton Team facilitates project planning discussions and begins the process of setting expectations. The POA&M will be a living document through the project's duration, with updates to the plan dictated by project need and negotiated with the Grant Thornton Project Manager and City's Project Manager. The Grant Thornton Project Manager will have ultimate responsibility for maintaining the document and will provide the POA&M once agreed upon by all parties.

Our team is prepared to begin work on this project and is available to attend a kick-off meeting upon award. Grant Thornton can commence work within 14 days from the notice of award. We anticipate that our team will complete the development of a SOW within six (6) months of

the project kick-off, and our team will complete the preliminary planning tasks within two (2) months of award. With the help of an engaged and available City workforce, we believe this timeframe is sufficient to deliver the services defined in the RFP for a given task order for a discrete business unit.

2.4.3 Contractor Availability (Section IV, D.3)

When not on-site, the Grant Thornton Project Manager, Dennis Brown, will be accessible to the City of San Diego team leaders and/or Project Manager. The Grant Thornton Project Manager will be accessible via phone and/or e-mail and will respond to messages during normal working hours within 4 hours of a contact from City personnel. Outside normal working hours, the Project Manager will respond the morning of the next business day. If the Project Manager is incapacitated or otherwise unavailable, the Alternate Project Manager Colleen Miller will fill in.

2.4.4 Monthly Progress Report (Section IV, D.4)

Throughout the project, the Grant Thornton Project Manager will provide a monthly progress report that documents the status of all ongoing deliverables, describes work and travel completed, highlights any issues that need to be addressed, and includes the latest version of the POA&M. The Grant Thornton Project Manager will provide the monthly progress report via e-mail by the 15th of each month for the previous month's work.

2.4.5 Weekly Progress Report (Section IV, D.5)

Throughout the project, the Grant Thornton Project Manager will be available to host a weekly status meeting with the Purchasing and Contracting Managed Competition Contract Administrator, Project Manager, and any other stakeholder deemed appropriate by the City. These meetings provide an opportunity to raise any issues or emerging challenges with the managed competition process, discuss and share best practices and lessons learned, and provide an opportunity to obtain clarification on any item of interest related to the managed competition process. The status meeting also creates a team dialogue on progress and development of key deliverables. We highly recommend weekly team communication as it is an easy mechanism for keeping all parties on track and it allows for issue identification and swift resolution. The Grant Thornton Team will have access to Global Crossing teleconference, the Webex.com project website, and web-conferencing capabilities to help facilitate these meetings. Grant Thornton will facilitate all meetings and will develop meeting documentation, including agendas and minutes. The Grant Thornton Team will distribute these minutes or post them on the team website for team member review.

2.5 City Representatives (Section IV, E)

Grant Thornton's approach to consulting engagements is to engage our client representatives as members of an integrated team. Our goal is to clearly identify roles and responsibilities upfront with the City's key personnel through the use of a responsibility matrix. This tool explicitly defines each participant's role and expected contributions to key steps in the process. Defining roles in such a way clarifies expectations and helps maximize opportunities for completing the project on time and within budget, while achieving project outcome goals.

2.5.1 Purchasing and Contracting Managed Competition Contract Administrator and Project Manager (Section IV, E.1)

The roles of the Purchasing and Contracting Managed Competition Contract Administrator and Project Manager are to provide contractual and technical oversight of the preliminary planning and SOW development process. Grant Thornton sets expectations through clear delineation of roles and responsibilities and anticipated delivery timeframes for key deliverables. The City's Project Manager will monitor progress against the POA&M, will review and accept deliverables, and will coordinate project efforts. We will help facilitate this role through open and frequent communication on expectations and project progress with the City's Project Manager.

We understand that the Contract Administrator is the sole interpreter of this contract. As this individual can provide formal interpretation of project details and of the City's requirements for the work included in the contract, we will leverage this individual to clarify questions regarding our deliverables or services as they arise.

2.5.2 Preliminary Planning and SOW Teams (Section IV, E.2)

As stated earlier, Grant Thornton strives to establish integrated teams on consulting engagements. We approach each team effort with the perspective that every person or stakeholder group offers specific strengths to the overall effort. As consultants, we bring expertise in organizational analysis techniques, facilitation, and training. The City stated in the RFP that it will provide team members from City functions, including management assistants and analysts, functional SMEs, personnel representatives, financial representatives, City property experts and Human Resource office representatives. These personnel all play key roles in providing information specific to their areas of expertise. For example, City Human Resource office representatives will identify affected employees subject to competitions, SMEs will help ensure that requirements are accurately captured in the SOW, city property experts can help create a comprehensive inventory of City equipment and materials impacted by the competition, and financial representatives will provide needed cost information.

Grant Thornton's role is to work with the City Project Manager to facilitate each expert's participation to maximize the value of their involvement while minimizing the impact of that involvement on other concurrent duties. We accomplish this by establishing explicit roles and responsibilities in the POA&M for team member participation.

2.6 Preliminary Planning (Section IV, F)

The goal of preliminary planning is to prepare for a successful competition process, as well as successful service delivery after the competition. The Preliminary Planning Team must collect comprehensive and accurate data for developing the SOW. More importantly, the Preliminary Planning Team must ask the hard questions, suggest reasonable alternatives, research the implications and potential effects of each alternative, and make smart choices to structure the competition. Our experience in providing post-competition accountability support to our clients has shown that the best time to build in service delivery quality is during the Preliminary Planning Phase. The City must structure business units and hold them accountable for a discrete set of services, and should track costs explicitly associated with the competed function. Contract oversight is a challenge for many government organizations. Proper structuring of the

competitions and SOW performance metrics can best position the City for uncompromised services while undergoing its managed competition initiative.

The following paragraphs respond to the preliminary planning requirements in the RFP. First, we present a discussion of the General Requirements and Procedures included in the managed competition preliminary planning process. Next, we describe the project approach to formal, planned meetings required in the RFP. We then describe in detail the specific activities the team will conduct to perform the scoping, grouping, workload and inventory, baseline cost and other analytical analyses prior to SOW development.

2.6.1 General Requirements and Procedures (Section IV, F.1)

Grant Thornton has performed preliminary planning for managed competitions for dozens of clients seeking to inject the forces of competition to improve service delivery. The graphic below illustrates the nine key steps in preliminary planning, as documented at the Federal level in OMB Circular A-76 and as required by the City of San Diego in this RFP, along with the key outcomes from this process.

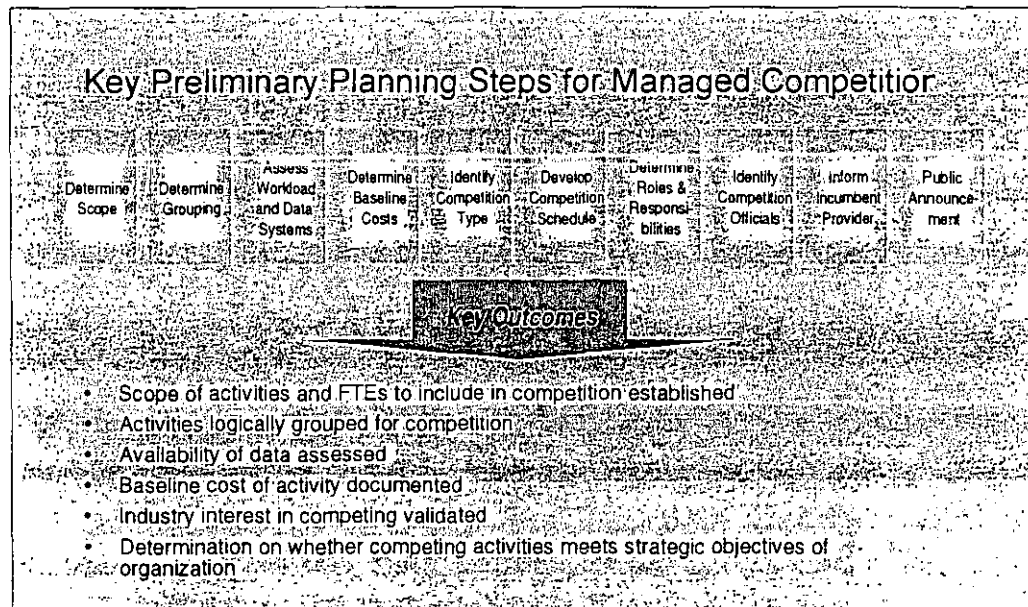


Figure 1: Key Preliminary Planning Steps for Managed Competition

2.6.2 Meetings (Section IV, F.2)

Grant Thornton's role as a contractor for this effort includes meeting support. In addition to the three formal meetings required for preliminary planning, the City's Project Manager and Team Leaders will schedule meetings throughout the duration of the project. Such meetings will include discussions to monitor project status or to respond to other project-related events. Grant Thornton will prepare, facilitate, and provide documentation and close-out support for project meetings. Our team will distribute meeting minutes within one (1) business day of the meeting event.

2.6.3 First Preliminary Planning Meeting (Section IV, F.3)

The Grant Thornton Project Manager will work with the City's Purchasing and Contracting Managed Competition Contract Administrator, Project Manager and designated team members to prepare for the first preliminary planning meeting. Together we will determine the desired meeting outcomes and will select meeting methods and tools to maximize the meeting's effectiveness. We will develop a written meeting agenda, identify meeting topic leaders and presenters and prepare a meeting plan with defined outcome goals. This meeting will cover the following items:

- The proposed project plan for completion of preliminary planning tasks;
- Suggested data collection processes and timelines;
- Team member roles and responsibilities and an overall approach to accomplishing the preliminary planning steps;

Planned use of technology to promote continuous communication with City personnel involved in the preliminary planning process;

- A proposed method for cataloging and archiving preliminary planning information for use throughout the managed competition process, particularly in support of SOW development;
- Firewalls and how conflict of interest concerns can impact personnel;
- The Grant Thornton Team organization chart and management approach, including use of on- and off-site personnel
- Project risks, issues and constraints;
- Facilities, missions and goals, particularly as related to the functional areas of the organization involved in the competition; and,
- Types of information available to support the workload data assessment and initial data collection effort.

The meeting will conclude with a shared understanding of the project goals and objectives and with consensus around clear actions for moving ahead with the project. The Grant Thornton Team will document minutes from this meeting and will share these with the team within one (1) business day of the meeting's conclusion.

We understand that the preliminary planning activities will conclude within two (2) months of this meeting.

2.6.4 Second Preliminary Planning Meeting (Section IV, F.4)

Grant Thornton will coordinate the second preliminary planning meeting with the City's Purchasing and Contracting Managed Competition Contract Administrator, the City's designated Preliminary Planning Project Manager, and associated team leaders. The Grant Thornton Team will build each of the formal preliminary planning meeting agendas around expectations for work accomplishment and "staging" of the analytical process. Grant Thornton will coordinate the meeting date based on actual progress on the required preliminary planning steps. At this meeting, the Grant Thornton Team will be prepared to discuss recommendations for scoping and grouping of the functions identified for competition.

The Grant Thornton Team's goal is to present defensible, well-documented recommendations during this meeting. The Preliminary Planning Project Manager and Grant Thornton Project Manager will present the following topics:

- Overall progress of the preliminary planning process and work completed thus far;
- Process and evaluation rationale for determining inherently governmental (IG) versus commercial activity recommendations;
- Assessment methodology of IG functions and associated full-time equivalents (FTE);
- Analysis of current business process documents;
- Process, evaluation criteria and rationale for determining out-of-scope recommendations based upon non-IG and non-market-research-related mission or performance risk factors;
- Functions and associated FTE identified for competition and how the function relates to the City's overall mission;
- Recommendations for in-scope functions;
- Market research results;
- Recommendations for logical grouping(s) of functions for most effective competition;
- Approach to defining the continuing government activity;
- Other factors considered in the recommendations;
- Follow-up action(s) required to resolve scoping or grouping exceptions or to conduct additional market research required to reach a final scoping and grouping determination;
- Any other preliminary planning process issues or concerns to be addressed or resolved; and
- Remaining steps to complete the preliminary planning process.

Section 2.6.6 includes a complete description of the data collection and analysis process to support this preliminary planning effort.

2.6.5 Third Preliminary Planning Meeting (Section IV, F.5)

When the Grant Thornton Team has completed the preliminary planning process and associated deliverables, we will present the findings of the *Preliminary Planning Report* at the third preliminary planning meeting. This formal presentation will summarize the entire preliminary planning process, including challenges and risks, the rationale for decisions made, report contents and associated conclusions and recommendations.

Before the meeting, the Grant Thornton Project Manager will thoroughly review the recommendations and associated issues with the Preliminary Planning Project Manager and with the team leader(s). The final *Preliminary Planning Report* will provide a level of detail sufficient to support the final recommendations. In the event that additional information is required to support final decisions, the Grant Thornton Team will identify exactly what additional information is required and pursue that information for inclusion. The third preliminary planning meeting will conclude with consensus on the recommendations and with a plan for moving forward with documentation of lessons learned and best practices.

2.6.6 Conduct Scoping and Grouping (Section IV, F.6)

Scoping and grouping are the foundation of the Preliminary Planning process. This is especially true with functions that are candidates for combination into single competitions. Grant Thornton will begin the scoping and grouping effort to gain an understanding of the unique aspects of relevant functions as performed for the City of San Diego. The process involves packaging one or more business units and the work to be competed within each business unit. During scoping and grouping, the Grant Thornton Team will address the following standard preliminary planning questions:

- How many separate business units should there be?
- What work activities are to be performed within each business unit?
- What work activities are performed outside of the business unit, possibly as part of a Continuing Government Activity?
- What full-time equivalent positions are included within each business unit?
- What activities must be performed by Government employees and what can be contracted as commercial work?
- Are there existing contracts the City has made for similar or related work?

Before beginning the scoping and grouping process, we intend to capitalize upon lessons learned and best practices from past competitions for related functions. The goal is to maximize efficiencies in both data retrieval and analysis in order to provide the best use of resources for the City.

2.6.6.1 Establish Proposed FTEs by Functional Area

Grant Thornton will work with the City of San Diego's Preliminary Planning Team to develop comprehensive documentation of the activities performed within the targeted functions. Grant Thornton will work with the Preliminary Planning Team Members or designated Government experts and managers to gather pre-existing information such as mission and vision statements, organizational charts, and past business process reengineering studies. Much of this information may be available from the initial preliminary planning meeting. To create a better understanding of the tasks and activities, Grant Thornton will meet with representatives of the functions included for potential competition. Grant Thornton will review and confirm the FTEs associated with each of the functions. This FTE count should include any contractor employees performing these functions. The outcome of this step will be a listing and description of the proposed FTEs for competition.

2.6.6.2 Document Work Breakdown Structure and Inherently Governmental/ Commercial Activity Analysis

The Grant Thornton Team will gather information on the tasks and activities associated with each function. The Team will organize this information in a Work Breakdown Structure (WBS), which will contain the tasks required to perform each function. The Team will use the WBS structure to associate workload drivers with each task. This will facilitate the identification of workload data early in the process. The Team will leverage any existing available work measurement, business improvement or organization studies in developing the WBS.

As part of the process of developing the WBS, Grant Thornton Team members will arrange to conduct interviews of small groups of personnel representing the functional components of the work to be competed. The Team will interview sufficient personnel to obtain a complete description of the work performed for all functions under review for competition. The Grant Thornton Team members will explain how the Team intends to use the information provided by personnel in the preliminary planning process and will answer any questions personnel may have regarding the managed competition process.

Once Grant Thornton develops the WBS, our team will work with the Preliminary Planning Team to identify which functions are inherently governmental and should be removed from the competition. When determining whether an activity is IG in nature, Grant Thornton will apply the guidance outlined in the OMB Circular A-76. The OMB Circular A-76 cites specific categories of activities that must be excluded from scope if performance by Government personnel is mandated. The Grant Thornton Team will recommend excluding activities that:

- Bind the government to a course of action;
- Determine, protect, or advance government interests;
- Affect the life, liberty, or property of private persons; or
- Exercise ultimate control over City of San Diego property.

The result of the WBS and IG Analysis is a listing of commercial activity FTEs, to which the Grant Thornton Team will apply the Mission/Risk Analysis evaluation criteria.

2.6.6.3 Perform Mission/Risk Analysis

The Mission/Risk Analysis evaluation provides a basis for the City to establish potentially new business units capable of accomplishing the required workload more efficiently and effectively. The research required during this phase includes creating surveys, conducting interviews, and facilitating working group sessions. The areas of analysis include:

- Customers;
- Risks;
- Resources; and
- Industry Best Practices (conducted through external sources via Market Research).

To minimize disruption of normal operations, Grant Thornton will gather this information concurrent with other data collection efforts (e.g., during WBS development and workload data assessment/collection). In coordination with the Preliminary Planning Project Manager, Grant Thornton will provide guidance to the personnel participating in interviews. Typical information we will seek to collect includes:

- Who are your customers? Are they pleased with the service? What level (or levels) of service do your customers require? What services do you provide that are viewed as most critical by your customers? Grant Thornton may also interview customers to answer these questions if appropriate.
- What are your performance risks (e.g., in terms of personnel, funding, costing, contract support)?
 - **Security Risk** – Is the risk exposure unacceptably high if contractor personnel perform the work? The Grant Thornton Team will evaluate certain functions

related to public safety to assess whether the City of San Diego should retain core government functions in-house.

- **Mission Criticality** – Is the function so critical to the City’s mission that it requires performance by Government personnel?
- **Impact on Implementation** – Will this function likely to be too difficult to implement or administer regardless of the solution selected?
- What are the funding trends? What resources are used to achieve organizational performance goals (in terms of personnel, materials, facilities, etc)?
- What success stories exist within the organization?
- Are there existing service level agreements with other organizations?
- How does private industry achieve these same goals?

2.6.6.4 Propose Business Units

Once the Grant Thornton Team concludes the Mission/Risk Analysis, the Team will package “like” activities and tasks into logical groupings. Additionally, the Team will take into account the ease of administering the resulting contract(s) and the level of accountability for the complete functional process. The Team will document a “return on investment” based on assumptions for the contract duration and assumed savings, and the impact of potential grouping decisions on stakeholders. In preparation for and at the 2nd Preliminary Planning Meeting, the Grant Thornton Team will work with the Preliminary Planning Project Manager to achieve a final determination of whether the functions are appropriately grouped for competition.

The result of the scoping and grouping effort will be a proposed re-organization of the relevant functions into contractible business units, which will most efficiently perform the mission of the current organization. The Market Research will then validate the level of private-sector interest and contractibility of those business units. The Grant Thornton Team will convey the outcomes of the scoping and grouping analysis in the Scoping and Grouping Report.

2.6.7 Conduct Market Research (Section IV, F.7)

The Preliminary Planning Team will conduct research to determine how the marketplace offers the various functions and services. This research will help the City compete the most appropriate mix of functions to entice competition, achieve cost savings and preserve mission performance.

2.6.7.1 Market Research Plan

During the scoping and grouping phase of preliminary planning, the Grant Thornton Team will develop a Market Research Plan. The Team will submit the plan to the Preliminary Planning Project Manager for approval before starting the market research task. Our Team will describe the overall process for conducting market research in the plan, including its part in the final scoping and grouping recommendation approval process.

This plan will also include a list of prospective companies whose current services are similar to those defined in the initial scoping and grouping effort. Our Team will identify these companies through interviews with current government staff, searching on-line sources and telephone directories, and industry research. The Market Research Plan will then describe the

tools, techniques and intended process for conducting the research on these companies. Our team may employ the following tools and techniques:

- Requests for information;
- Interviews with subject matter experts;
- Surveys of service providers to ascertain interest;
- Site visits, when practical;
- Analysis of data from industry and association database resources;
- Reviews of academic journals to determine trends in service provision;
- Benchmarking; and
- Reviews of existing Government contracts.

2.6.7.2 Market Research Report

Once the City approves the Market Research Plan, Grant Thornton will conduct research to compile an inventory of prospective private sector competitors. To facilitate this process, the Market Research lead will search the web for service providers in the San Diego area and throughout the State of California. In addition, the Grant Thornton Team will conduct research using government competitive sourcing websites in order to compile a comprehensive list of potential service providers who are capable of providing the tasks defined in the WBS.

To link market research with the grouping analysis, the Grant Thornton Team will work with the Purchasing and Contracting Managed Competition Contract Administrator to develop a

Address: <http://www.surveymonkey.com/SurveySummary.asp?SID=1640861&nd=0.8698389>

Navy Market Research Survey for MPT&E Services

Please rank the options by identifying how likely you would be willing to bid on that option.

	1 (Most Preferred)	2	3	4 (Least Preferred)	5 (Would not bid)
Option #1: 7 Competitions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Option #2: 4 Competitions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Option #3: 2 Competitions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Option #4: 1 Competition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Figure 2: Online Market Research Survey

request for information (RFI). The purpose of developing an RFI is to inform potential service providers of the preliminary planning effort and to refer them to a survey that will present several potential options for grouping. Results of this survey will help determine which potential grouping option contains the greatest level of interest.

Our team will develop a survey using a web-based on-line survey tool such as *SurveyMonkey*. This tool enables users to create a survey template on the web that is accessible to potential service providers via a web link. The utilization of an online tool simplifies the process of gathering data. The tool provides on-line access to results and does not require the team to send a survey template to each individual respondent. We have provided an example of a survey template that asks about potential grouping options in *Figure 2 – Online Market Research Survey*.

We have used this tool for several clients during preliminary planning to help gauge the most appropriate grouping of functions. One example of where we have used the tool is at the Federal Aviation Administration (FAA). The FAA conducted the largest-ever managed competition at the federal level. This competition involved over 2,200 positions at 56 flight service stations. The market research results helped inform the FAA as to whether to proceed with a regional or national competition. The survey also assessed who would be interested in bidding and documented a brief description of their capabilities to perform the work.

The process of developing an RFI will enable Grant Thornton to identify service providers that are capable of performing the activities in the WBS. Grant Thornton will also conduct research using news or academic journal articles to determine if the specific tasks associated with Public Works are commonly competed by other government agencies. This research will also provide insight into whether any new technologies or process improvements for these tasks could influence the selection of a service provider. For example, if a new technology exists that reduces the time it takes to process recycled materials, the Grant Thornton Team members would search for service providers capable of providing this new technology. Our team will also conduct interviews with subject matter or industry experts, as necessary.

The results of the findings will be captured in the Market Research Report, which Grant Thornton will submit to the City's Project Manager. The Market Research Report will include the following items:

- A review of the methodology and tools used to conduct the market research;
- Findings from the research, including:
 - A list of qualified service providers;
 - The North American Industry Classification System code for each service provider, including the Small Business Size Standard; and
 - The typical liability insurance for each service provider.
- A review of trends in the marketplace, in particular trends related to how the affected function has been competed in the past;
- Next steps;
- Recommendations; and
- If applicable for the City of San Diego, small businesses capable of performing the work.

2.6.8 Perform Workload Data Assessment (Section IV, F.8)

The workload analysis must answer the question, "How much of a given service is required by the City?" This information is critical for establishing a baseline of workload volume required by the City. The ability to project various types of workload accurately such as planned, periodic, unscheduled, or seasonal is vital to supporting the best acquisition strategy. The

availability of quantifiable outputs for the functions or the ability to generate the required information is essential to understanding the nature, complexity and standards of performance of each item of work.

The Grant Thornton Team will begin the assessment by reviewing existing data and data capture systems. We have experience with evaluating workload tracking systems, such as Maximus® and Maximo®. The Team will evaluate whether the systems are adequate not only for capturing all necessary workload drivers, but also linking these drivers to quantifiable performance measures. We will also measure the extent of historical data, with two years of data being the minimum standard. The Team will map the collection of workload data back to the WBS. This process shows that the workload collected matches the tasks and workload drivers that the Team has developed as part of the WBS process. This structuring and mapping methodology allows the Team to identify all functions with available workload data systems. This approach further enhances the ability to move seamlessly into SOW development. It provides a transition of the detailed functional breakdown developed during preliminary planning to the work breakdown required for the SOW.

When determining the best method of collection for each data component, the Grant Thornton Team addresses the following questions:

- Is the selected method going to yield the desired accuracy?
- Is the selected method going to yield a sufficiently representative sample?
- Is the selected method going to impose an undue hardship on impacted employees or significantly prevent day-to-day activities from getting accomplished?
- Is the selected method going to yield sufficient value-added results that are worth the expenditure of time and cost?
- Have alternative methods been evaluated?

Based on the initial results of the scoping and grouping and the Team's determination and identification of data sources, the Team will develop an initial Workload Data Pre-Collection Assessment Report. This report will provide a roadmap for data collection throughout the preliminary planning process. The Grant Thornton Team will structure the document so that it may be of use to the SOW Team later in the managed competition process. This plan will include the data required for collection, the source of the data, the potential uses of the data, and the number of years of data required. A Sample Workload Pre-Assessment Report table is included in Table 1.

Function	Task	Workload Driver	Data Available?	Workload Collection System
Solid Waste Collection	Process State Compliance Review Forms	# of Forms Processed	Yes	Local Spreadsheet
	Collect Waste from Disposal Stations	# of Barrels of Waste Collected	Yes	Local Spreadsheet
Landfill Operations	Perform Waste Distribution	# of Hours	No	Need to establish tracking mechanism

Function	Task	Workload Driver	Data Available?	Workload Collection System
	Staff Main Gate	# of Employee Hours at Main Gate	No	Need to establish tracking mechanism
Fleet Maintenance	Perform Oil Changes	# of Oil Changes	Yes	Local Spreadsheet
Traffic Signal Maintenance	Repair Units	# of Job Tickets	Yes	Workload Tracking System X
	Install New Units	# of Units	Yes	Workload Tracking System X
	Provide Preventative Maintenance	# of Hours of Preventive Fleet Maintenance	Yes	Staffing Database

Table 1: Typical Workload Breakdown Structure (WBS) Data Collection Pre-Assessment Report Format (Sample)

The Grant Thornton Team will solicit assistance from various organizational units within the relevant City organization(s). Direct involvement by personnel managing and performing the work will be vital to obtaining the most relevant workload data and understanding its meaning. Grant Thornton Team members will work closely with database administrators and records managers to obtain data in the most efficient manner possible. Grant Thornton will obtain all of the data that is available through automated systems before exploring other options for collecting data. Grant Thornton Team members will continually review composite data for validity, relevance and gaps. We will review the data for any inconsistencies and, if necessary, recommend actions to improve data accuracy.

The Grant Thornton Team will provide the results of the data collection effort and description for use of the data archive/retrieval system in the Workload Data Collection Results Report. The Team will likewise provide the back-up documentation to the report, including any information on cataloging, archival and retrieval systems.

2.6.9 Perform Property Inventory Assessment (Section IV, F.9)

Grant Thornton brings recent related experience to the property inventory task. We recently completed a property inventory on the largest Army base in the world at Fort Hood. We have completed inventory analyses in San Diego and at 16 other installations as well.

Grant Thornton will research the availability of a property inventory archive with the City and verify that the archive in place contains all required data elements to produce a SOW Technical Exhibit (current inventory, current value, maintenance costs, lifecycle costs, useful lifespan, and date of acquisition). If such a system exists, Grant Thornton Team members will work with key site personnel to "spot check" the accuracy of the database. If no property database is in place, Grant Thornton will develop an archive format to include the above mentioned data elements with the goal of implementing a system capable of producing a SOW Technical Exhibit.

Typical inventory items include:

- Property (e.g., offices, work areas, maintenance areas, storage);
- Vehicles (e.g., trucks, forklifts, cranes);

- Equipment (e.g., furniture, office automation equipment, auto repair equipment, tire repair equipment);
- Tools and test equipment;
- Materials and supplies (e.g., slings, chains, spray equipment, software, lubricants, safety equipment); and
- Parts.

We will determine which property is in the custody of the functions under competition, and also assess whether the functions utilized the equipment provided to carry out the organization's mission. In our experience, some organizations retain equipment long after its useful life has expired. We will recommend property not in use for excess processing in accordance with standard City procedures.

The Grant Thornton Team will prepare a written Property Inventory Plan. The plan will detail what the research will cover, what will be included and what will be excluded, sources of data (automated and manual), assistance required from Government personnel, and a schedule for the data collection. We will present the plan to Preliminary Planning Project Manager for review and approval prior to beginning data collection for inventory property.

A Property Inventory Report will include property inventory with sufficient information, as applicable, to identify property in explicit terms (e.g., location, square footage, use, type, make/model/year). It may include property condition, quantity, and/or other data needed by the SOW Team and potential service providers. The Property Inventory Report will include a description of the associated data collection processes and methodologies. The Grant Thornton Team can also help to evaluate decisions on property such as maintenance responsibility and replacement procedures. The Grant Thornton Team will submit the Property Inventory Report to the City's Project Manager for approval.

2.6.10 Establish Preliminary Planning Baseline Costs (Section IV, F.10)

The U.S. Department of Defense (DoD) manages a software application, COMPARE™, to develop the baseline cost data for managed competitions. The Grant Thornton Team will develop the Baseline Cost in the latest available COMPARE™ software. The use of this application requires documentation of all costs, including both labor and non-labor categories. This includes identifying the cost of contracts, supplies, equipment, overhead, travel, training, inflation, facility and equipment rental, maintenance, and utilities. Additionally, the Team will capture costs associated with overtime, special and other pay, and certification pay to the extent that these are relevant to a particular workforce. The Team will also take part time or intermittent employee costs into account.

Our firm brings a substantial depth of understanding of the COMPARE™ software, based on our review of more than 70 Navy cost estimates as part of an independent review team. These independent reviews included a detailed "audit" of cost inputs to determine accuracy of data inputs and reliability of source data. This experience helped qualify Grant Thornton to act as a beta test source during a recent COMPARE™ update.

Our Team will carefully document all costs associated with a function by establishing the level and grade of personnel currently performing the work to be included in the scope. The Team will manually create a labor cost table to input into COMPARE™ with current San Diego pay

grades and rates. Grant Thornton Team members will also document property inventory, supplies, facilities and equipment to include in the baseline cost. Our team will provide all back-up documentation with the baseline cost estimate. Grant Thornton will maintain this cost assessment and present a final Baseline Cost Report that reflects the final recommended scope of competition.

2.6.11 Provide Preliminary Planning SOW Training (Section IV, F.11)

The Grant Thornton Team will provide training on the development of a performance based SOW. The main principles of a performance based statement of work include an approach that describes performance outcomes rather than prescriptive processes. We have established training modules on performance based acquisition, complete with existing sample templates, workload exhibit samples and exercises. We will not need to use any other collected information from preliminary planning for delivery of this training. Our team has extensive experience in developing SOW deliverables for federal clients and will tailor our firm training to the needs of the City's managed competition effort.

The training will include all aspects of the component parts of a solicitation, including the SOW narrative describing the work, technical exhibits documenting workload and performance requirements, and evaluation factors and instructions to offerors. Our training will include Performance-based Service Acquisition principles and provide a template for SOW development. The training will describe how each of these parts integrates into a comprehensive description of work requirements.

2.6.12 Type of Competition (Section IV, F.12)

On November 7, 2006, the voters of the City of San Diego sent a clear message to the City by endorsing managed competition for City services. Grant Thornton is prepared to assist the City with managed competitions and other management improvement alternatives. We have helped clients evaluate managed competitions and alternatives such as establishing public-private partnerships or business process reengineering and improvement. Our approach to evaluating these alternatives is to conduct a 'suitability assessment' of the function for competition. To conduct this assessment, the Grant Thornton Team will facilitate a review of the function and key criteria to determine competition applicability and type. The review includes evaluation factors such as availability of resources, mission relevance, security concerns, size and other factors.

During preliminary planning, the City may consider the process for managed competitions defined at the federal level by OMB Circular A-76. This guideline defines two separate processes for competitions: streamlined and standard. Streamlined competitions are limited to those functions with fewer than 65 FTE and require a shorter timeframe than standard competitions. Standard competitions are for functions of 65 or more FTE and are generally for more complex competitions, such as those requiring an infusion of technology or major reorganization. While the City is not bound by either of these processes nor the OMB Circular A-76, the federal process does provide a structure for competitions. Grant Thornton is prepared to tailor the best approach to suit the City of San Diego's needs.

2.6.13 Compile Preliminary Planning Report (Section IV, F.13)

The Preliminary Planning Team will summarize its analysis in the Preliminary Planning Report. This report will include all nine of the preliminary planning tasks identified in OMB Circular A-76, as described in the RFP. The report will document assumptions, describe analytical processes, highlight key decisions, and outline next steps for SOW development with recommendations for conducting a competition(s). The next steps will form a recommended course of action, which the Grant Thornton Team will clearly define in a draft competition POA&M. The Team will draft a Preliminary Planning Report, which will include summary information, as well as individual reports, plans, and other deliverables as shown below.

- Executive Summary;
- Purpose;
- Identification of Contract Support;
- Scoping and Grouping Report;
- Proposed Competition POA&M;
- Market Research Plan and Market Research Report;
- COMPARE™ Baseline Cost with supporting documentation;
- Workload data;
- Property Inventory Report;
- Standard levels of service for competition with key performance indicators;
- Type of competition and competition timelines;
- Competition schedule summary with phase-in period and periods of performance;
- Identification of competition officials with roles and responsibilities for each;
- Strategy for informing the incumbent service providers;
- Identification of Contracting Officers; and
- Organizational Conflict of Interest and Firewall Concerns.

Prior to the 3rd Preliminary Planning Meeting, the Grant Thornton Project Manager will provide a draft report to the Preliminary Planning Team and designated City personnel for review and comment. The Team will revise the draft based on comments and will present the final Preliminary Planning Report at the 3rd Preliminary Planning Meeting.

2.6.14 Document Best Practices and Lessons Learned (Section IV, F.14)

Grant Thornton will focus on issues specific to the City of San Diego as discovered during the preliminary planning process that would increase the knowledge base for all future City managed competition initiatives. Collecting lessons learned will involve frank discussion among all members of the project team – both City and Grant Thornton. We first ask the questions:

- What aspects of our work can we assign a grade of “A+?”
- Was the technique used successful beyond what would normally be expected?
- Was the process or procedure significantly different from that which has been used successfully in previous competitions?

Conversely, we will ask what processes or procedures did not give us the desired results and those which our Team should avoid in future competitions. The answers to these questions will yield lessons learned and practices that the City can pass on to improve future managed competition work.

The Grant Thornton Team will prepare a Best Practices and Lessons Learned Report and submit it to the City's Project Manager. This report will include all useful assessments gathered during the preliminary planning process with recommendations based on the experience of the Preliminary Planning Team and other contributors. The Team will document lessons learned during the normal course of the preliminary planning process and in detailed interviews or surveys at the completion of the preliminary planning process. The Grant Thornton Team plans to wrap-up the Lessons Learned Report Baseline Report and Preliminary Planning Report within one week after the 3rd Preliminary Planning meeting.

2.7 Statement of Work Development: Specific Requirements and Procedures (Section IV, G)

The following sections describe Grant Thornton's detailed approach to working closely and collaboratively with the City of San Diego Team to develop a performance-based SOW and solicitation documents. Grant Thornton will adhere to a procurement template or guidelines acceptable to City procurement officials. Grant Thornton will work with the City of San Diego throughout the course of the competition to develop all sections of the solicitation. The Grant Thornton Team will perform all work in accordance with the rules and requirements as outlined in the City procurement regulations.

2.7.1 Kick-Off Meeting (Section IV, G.1)

Grant Thornton shall retain the same team for SOW development as on the preliminary planning phase. This continuity of personnel will maximize team performance while minimizing the learning curve for the subject competition function. At the kick-off meeting, Grant Thornton will review the key lessons learned and best practice findings from the preliminary planning phase that may be relevant to the execution of SOW development. In addition, the Grant Thornton Project Manager will present the proposed POA&M for SOW development, highlight roles and responsibilities of team members and employees, and review the key objectives for developing a performance based SOW.

2.7.2 SOW Development (Section IV, G.2)

Grant Thornton will provide experienced administrative and technical personnel to support the City of San Diego Team develop a performance-based SOW. A performance based statement of work will provide three key elements, a description of *what* work is included, *how much* of the work is required, and *how well* the service provider needs to deliver the services. This document must match customer needs so that the managed competition process does not compromise the level of services currently enjoyed by the customer. Rather, the goal of the Team will be to improve services while lowering the overall cost to the taxpayer.

To accomplish this, Grant Thornton has developed templates for workload and SOW related data collection. These templates include such documents as customer surveys, required reports data collection, funding stream tracking, and other technical exhibits commonly included with a solicitation. The Grant Thornton Team will meet with the City Office of Procurement to evaluate whether all templates meet City procurement rules and regulations and that the SOW developed is usable for the City.

In addition to the work description, the solicitation also includes a pricing structure. Grant Thornton will assist the City in developing this structure to include all exhibits, conformance to support proper evaluation of offers, line item pricing of work type (e.g., Firm Fixed Price, Indefinite Delivery/Indefinite Quantity), customer breakout of pricing for funding, and other customer specified requirements. Our Team will help the City of San Diego understand the benefits and risks associated with each of these contract types.

2.7.3 Performance Based SOW (Section IV, G.3)

Grant Thornton will develop the SOW and solicitation documents that are performance-based and focus on *what* services and standards need to be provided—not *how* the work should be performed. The team will link the Quality Assurance Surveillance Plan (QASP) with performance requirements in the SOW. By focusing on outcomes, the SOW and solicitation documents provide offerors (including the existing City personnel) the latitude to propose innovative solutions and processes. Non-restrictive SOWs have a tendency to yield lower costs to the taxpayer and better performance for the customer.

2.7.4 Reporting Requirements (Section IV, G.4)

Grant Thornton uses a data collection template which incorporates reporting requirements documentation. The Team will collect these requirements for each SOW line item and summarize them into a technical exhibit. Consolidating the report requirements in this way clearly communicates to all bidders the specific requirements for reporting, the frequency of the reporting, the content overview, and the audience/report recipient.

2.7.5 Supporting Documentation (Section IV, G.5)

Supporting documentation can take many forms in a solicitation. Typically, workload and performance data is supplemented with exhibits, including: equipment, facilities, government furnished service and support contracts, drawings, maps, component systems descriptions, specific site information, reporting formats, regulations, directives and any other information necessary to describe the work included in the SOW. Grant Thornton will review technical data gathered during the preliminary planning phase. This review will determine whether appropriate data exists for all the requirements that the Team has identified in the solicitation. Grant Thornton will also work with the SOW Project Manager and Contracting Office to review the presentation of the necessary attachments.

2.7.6 Instructions to Offerors (Section IV, G.6)

Grant Thornton will develop solicitation provisions and other information and instructions to guide offerors or respondents in preparing proposals or responses to requests for information. The Contracting Office may instruct prospective offerors or respondents to submit proposals or information in a specific format or severable parts to facilitate evaluation. The instructions may specify further organization of proposal or response parts, such as administrative, management, technical, past performance, and cost or pricing data. Key instructions may be different for the industry and government bidders. For example, the City may require private sector firms to submit financial information, while the government might not be required to

provide such. Likewise, the City may not require a private firm to submit a “strike plan,” but may require it from the government if there is union presence in the competition function.

Within the solicitation, the price structure will specify the activities for which offerors will submit a price and the format for price submission. Grant Thornton will develop this structure concurrent with the SOW. The process will include a review and analysis of the WBS to identify the services and supplies that are required. The process requires that each functional area in the SOW has an associated Exhibit Line Item Number (ELIN) and determines the direction and emphasis of the procurement. Finally, the Team will evaluate the structure as the basis for cross-referencing all subsequent sections since they have to refer to the cost line items. A complete cost structure will allow the evaluation team to conduct an “apples to apples” comparison amongst potential service providers of the Public Works function. This will also provide an easy system to track costs and performance once the City awards the contract. Additionally, the Grant Thornton Team will develop the ELIN pricing structure following City procurement regulations. Grant Thornton expects to work closely with both the San Diego Office of Procurement and the Project Manager to develop this section.

2.7.7 Evaluation Factors (Section IV, G.7)

Grant Thornton will identify all significant factors and sub-factors that the City will consider in awarding the contract and the factors’ relative importance. Evaluation factors and sub-factors will represent the key areas of consideration in the source selection decision, such as quality of performance, the contractor’s safety record, certifications or other factors. Evaluation factors will also support meaningful comparison between and among competing proposals. In this regard, the evaluation factors must establish a “level playing field” for both government and industry. Grant Thornton will work closely with representatives from the functional areas as well as the SOW Project Manager and responsible Contracting official in developing these factors. We have provided similar support at the FAA on the competition for flight service station support and at the US Army’s Fort Sam Houston on a full-base competition. Our goal for the evaluation factors will be to create criteria that speak specifically to areas of risk or concern as identified by City team members.

2.7.8 Property Inventories (Section IV, G.8)

Grant Thornton will assist in developing the documentation needed to obtain approval of government furnished property from the City’s responsible functional official. Grant Thornton will recommend either including or not including property and/or services in the solicitation based on the following factors:

- Costs of providing property or service;
- Condition of the property;
- Uniqueness of property or service;
- Risk of performance, if property or service is not provided; and
- Type of work (i.e. does the work require use of government equipment?).

2.7.9 Project Team Meetings/Briefings (Section IV, G.9)

Throughout the course of SOW development, Grant Thornton will conduct meetings during key phases of SOW development. To facilitate the process, Grant Thornton envisions a

collaborative arrangement with the City of San Diego Team where our Team completes deliverables efficiently and accurately. Grant Thornton will make use of subject matter experts from relevant organizations through scheduled interviews, working sessions and other meetings. The Team will utilize information gathered from these sessions throughout the course of SOW Development.

Grant Thornton will also conduct working sessions with the City of San Diego Team. Grant Thornton designs these meetings to engage the full participation of all SOW Team members. The Grant Thornton Team will assist meeting leaders and other designated personnel in the preparation of documents needed for meetings, establishing roles, responsibilities and expectations from participants, publishing an agenda and discussion topics, and defining the meeting objectives. The Grant Thornton Team will prepare and distribute meeting notes, as directed by the SOW Project Manager, within one working day after the completion of the meeting.

2.7.10 Answer Questions and Perform Research (Section IV, G.10)

Grant Thornton will be available during the course of the solicitation to assist the Procurement Office and facilitate answers to questions related to the SOW. As key participants in SOW development, the Grant Thornton Team members will be best suited to respond to specific questions regarding the content or structure of the solicitation or to identify who can provide the correct information.

2.7.11 Attend Legal Counsel Briefings (Section IV, G.11)

Public-private competitions contain legal complexities regarding who may participate on the preliminary planning and SOW development teams, the rights of employees, and the accessibility of competition related information. The partner in charge of Grant Thornton's Team, Ramon Contreras, is an attorney and can provide insights into these issues. Our Team will provide advice and guidance where appropriate on how best to implement firewalls, advise affected employees or establish document controls to protect the integrity of the process.

2.7.12 Document Best Practices and Lessons Learned (Section IV, G.12)

As described in Section 2.6.14, Grant Thornton brings a structured approach to documenting Best Practices and Lessons Learned. We will follow this process for documenting these items during development of the SOW. First, we will identify those things that worked very well in the SOW development process. We follow this with a documentation of those activities that could be improved and seek to record explicit, fact based solutions to identified issues or problems. We will coordinate with the competition Team Leader to review, approve, and finalize this document before submission to the Project Manager.

2.7.13 Quality Assurance Surveillance Plan/Performance Assessment Plan (Section IV, G.13)

A QASP describes the methods of surveillance Government personnel use to determine if the service provider is meeting quality and quantity performance requirements and implies the Government can assure quality. A Performance Assessment Plan (PAP) assesses the service provider performance since the service provider is responsible for performing quality assurance

by developing an effective Quality Control Plan. Therefore, the PAP describes how Government personnel will evaluate and assess the service provider performance.

The SOW Team will use Grant Thornton's QASP/PAP User Guide and template formats to align the performance standards developed during preliminary planning with the comprehensive performance-based approach. To fulfill the requirements of the City of San Diego, the SOW Team will collect performance standard for quality as well as any applicable standards for timeliness for each element. The Grant Thornton Team will identify these measures and standards within the PAP and will describe the performance outcomes the City intends to achieve. This document will help to track if the City is "getting what it pays for." The QASP/PAP may include incentives or deduction for good/poor performance. This provides incentives for high performance.

In addition to setting standards of performance for each of the functions identified in the WBS, the SOW Team will also recommend the best possible approach for measuring and monitoring the performance of Public Works related services. This includes designating surveillance methods that the City of San Diego can realistically implement. Development of this approach involves identifying how many FTE will be required, what their roles and responsibilities will be, and guidance on how the City will administer quality reviews. Grant Thornton will also review the QASP/PAP documents for inclusion of the safety and environmental requirements necessary to provide Public Works services. The ultimate goal is to develop a meaningful approach that is both reasonable and measurable to guard against unacceptable service levels. Grant Thornton will work with the City of San Diego Team to develop the QASP/PAP drafts, which the Team will forward to the responsible Contracting Office official for approval.

2.7.14 Independent Government Estimate (IGE) (Section IV, G.14)

An integral part of the Source Selection process is to evaluate the offerors' cost proposals. The Source Selection Evaluation Team and the Contracts Administrator need information to help them gauge cost realism, reasonableness, and completeness of the submitted cost proposals. The Grant Thornton Team will develop this tool to provide the Source Selection Evaluation Team and the Contracts Administrator a detailed IGE that projects the costs for executing the SOW and other requirements in the solicitation. Members of the SOW Team familiar with the SOW, the solicitation and the evaluation criteria typically develop the IGE. Grant Thornton can add significant value and experience to this process, based on our broad perspective of having supported over 100 competitions.

The development of the IGE begins with a detailed review of the solicitation, particularly the price structure and evaluation criteria, and the other related documents to identify potential costs that need to be included in the IGE's cost model. The SOW Team constructs a detailed cost model and cost summaries by performance period in accordance with the price structure.

The Grant Thornton Team will base the IGE cost model on the following approach:

- Cost estimation of the requirements of the SOW (C-1 through C-5) using industry standards such as RS Means, Timberline, or Engineered Performance Standards, with the utilization of prevailing wage rates in effect (based on applicable Department of Labor categories and Wage Determination Rates identified in the solicitation);
- Include costs for all applicable employee benefit provisions;

- Apply 1,800-1,920 hours for private sector work year per position;
- Identify “cycle” times for each SOW task or requirement based on industry standards, benchmarking, market research, Government input/knowledge, and Grant Thornton’s own internal knowledge centers based on our prior A-76 and functionality assessment engagements;
- Attribute overhead rate (12%) and profit (10%) to total costs; and
- Adhere to the price structure for cost summaries.

In addition to the actual cost model, the SOW Team develops an IGE report detailing the approach used to develop the IGE, documenting all assumptions made in constructing the cost model, presenting a summary of IGE costs, as well as any additional information used for the basis of the cost estimate.

2.7.15 Adjusted Baseline Cost Report (Section IV, G.15)

In order to develop the Adjusted Baseline Cost Report, Grant Thornton will use the most current version of COMPARE™. The baseline cost development process bases all costs on decisions made between the public-private competition’s start date and end date (i.e., date of the performance decision) that may alter the baseline costs identified in the preliminary planning Baseline Costs. The Adjusted Baseline Costs will reflect changes to the preliminary planning Baseline Costs resulting from (a) modifications to the scope of the competition, (b) the requirements stated in the final solicitation such as performance periods and common costs such as government furnished equipment, (c) updates to COMPARE™ such as cost factor changes and version updates, and (d) erroneous information or data. Grant Thornton will use the property inventory database to capture facility, material, equipment, and supply costs. In addition, the Grant Thornton Team will document all cost data with references back to primary source files. The Grant Thornton Team will submit the final COMPARE™ baseline cost file, along with all supporting documentation, to the Project Manager.

Our past experience shows that the Adjusted Baseline Cost Report is a useful mechanism for providing a basis for determining savings in post competition accountability tracking. The information must be accurate in order for the City to compare the Adjusted Baseline Cost Report to the service provider’s performance costs annually. Accuracy in this report is critical for showing taxpayers that managed competition is actually resulting in savings.

2.7.16 COMPARE™ Support (Section IV, G.16)

Once this information has been collected and validated, Grant Thornton will use the latest version of the COMPARE™ software, the baseline-costing tool, to enter all of the relevant information. COMPARE™ performs operations which capture the total operating cost of the function. The Grant Thornton Team will provide all back up documentation with the Adjusted Baseline Cost estimate. All cost inputs and analysis will comply with OMB Circular A-76 and DoD 4100.XX-M A-76 Costing Manual, as well as applicable future releases of costing guidance.

The Grant Thornton Team brings a significant depth of expertise in this area. Team members have directly supported the beta testing of a recent COMPARE™ release. Our COMPARE™ expert, Alex Harman, delivers training on the software both internally and externally.

2.7.17 Market Research (Section IV, G.17)

Grant Thornton will conduct informal market research using website searches, news or academic journal articles. The Grant Thornton Team will also conduct interviews with subject matter or industry experts to identify techniques, success stories, problem areas, and emerging technologies or innovations. The team will research whether any new technologies or process improvements for these tasks could affect the structure of the solicitation. For example, if the team finds that a new technology reduces the time it takes to perform a given activity, we would look for service providers that have access to and are capable of providing personnel that can utilize this new technology. Grant Thornton uses on-line survey tools such as SurveyMonkey.com or Faciliate.com to capture this type of information from broad audience groups. The research will help to inform the SOW structure, QASP/PAP approach, evaluation factors, or other components of the solicitation.

2.7.18 Facilitation Support (Section IV, G.18)

Grant Thornton will provide facilitation support throughout the course of the study, including planning and conducting all meetings, developing meeting agendas and minutes, and establishing the roles and responsibilities—as well as expectations—for all participants. Our facilitation effort will make it easier for the Team to do its work. By providing non-directive leadership, we will help the San Diego Team to make decisions and reach consensus. Our role is one of assistance and guidance, not control. In supporting the Project Manager as a meeting facilitator, we can help work toward completing the SOW in accordance with the timeframes established in the POA&M. We can keep the group focused and provide an independent force to drive the Team to action. As stated earlier, our role will be to help prepare, execute and follow up on meetings. Grant Thornton will provide meeting minutes, complete with action items, within one business day of any meeting event.

2.7.19 Training Support (Section IV, G.19)

Grant Thornton will provide just-in-time instruction throughout the study which includes an overview and explanation of the process steps, milestones and timelines, as well as the process methodology that our Team will implement for major tasks and activities. Training will be in accordance with the latest OMB guidance, and will include a discussion of the current laws, protest decisions, and ongoing litigation affecting the competition process. The Grant Thornton Team will incorporate applicable state and local guidance and regulations into the training. We provide frequent training sessions to government employees on the managed competition process at the federal level at the Potomac Forum, the A-76 Institute, the Association of Government Accountability (AGA) and other organizations. We also provide training on a “just in time” basis on client engagements. This training experience provides our team with a number of exercises, training modules and learning tools our team can tailor to the specific needs of the City.

Grant Thornton will also work with the SOW Project Manager to identify personnel who will potentially be involved in the SOW phase of the competition, and as required, assess their experience in a broad range of managed competition topics. We will recommend just-in-time training at various intervals throughout the progress of the SOW development phase. In

delivering this training, we will address the human and organizational behavioral aspects of SOW development as well as rules and strategies for completing various sections of the SOW.

The training will include the application of Performance Based Service Acquisition concepts in developing a SOW, and the use of SOW Templates to produce a SOW tailored to a specific activity. Topics to include are as follows: how to tailor templates to a specific competition, defining performance standards and performance objectives, and development and application of Performance Assessment to determine compliance with the performance objectives of the SOW.

2.7.20 SOW Development Meetings (Section IV, G.20)

The Grant Thornton Team will support and facilitate meetings, including the four formal meetings required by the RFP. The Grant Thornton Project Manager will coordinate the four formal meetings with the City's SOW Project Manager. The Grant Thornton Project Manager will normally facilitate and provide direct support to the City's SOW Project Manager in preparing for the four scheduled formal meetings.

Meeting facilitation includes developing meeting agendas, leading group discussion and decision making processes, and documenting meeting minutes. The Grant Thornton Team will make available firm technology to include a broad range of team participants. In addition to attending meetings in person, members of the Grant Thornton and City Teams not present at the primary meeting site will be able to participate actively using teleconference and Web casts. The combination of a telephone conference call and Internet Web cast at off-site locations will allow real-time participation by all members as if they were in the room at the meeting location. By projecting the designated meeting leader's computer screen at all on- or off-site locations, all attendees can hear meeting conversations and see, in real-time, any presentations made, documents referenced, meeting minutes recorded and action items assigned. This capability will be available for use, at the discretion of the City, for all formal and informal meetings throughout the SOW and solicitation document development process wherever standard Internet access is available. This technology offers significant time and monetary savings to the City and our Team can access these tools on short notice.

Grant Thornton is prepared to support the City on the four formal SOW meetings, as well as provide support to facilitate any meeting needed during the course of the project. Our Team will have a full time on site presence and can direct meetings that may arise out of the day-to-day work of the project.

2.7.21 1st SOW Development Meeting (Section IV, G.21)

To start the SOW process, Grant Thornton will facilitate a kick-off meeting with members of the City of San Diego Team and City personnel who will be involved in the competition process. At the kick-off meeting, all participants will review task order services, deliverables, and approaches as established in the Technical Proposal. Additionally, attendees will review relevant policies and regulations applicable for work under the task order and examine any documents from the preliminary planning process that could affect the SOW competition. Grant Thornton will develop a POA&M for the competition phase of the SOW Development process and provide a plan for supporting the next-step objectives and actions needed to meet the goals of the 30% review of all SOW deliverables.

Grant Thornton proposes extending this meeting by an extra two days. This additional time will allow the Team to refine the WBSs developed during the preliminary planning phase. This review will provide time to check whether similar tasks and performance objectives are standardized across all organizational components. The Team will also start the process of drafting the "core requirements" in the appropriate technical exhibits. This will enable the entire team to participate in the drafting of the core requirements and will create consistency in the level of detail, and language used to describe these tasks. This will also help to achieve buy-in early in the process. At the conclusion of the meeting, Grant Thornton will have the foundation of the technical exhibits developed. Our team will then travel to each functional location to document the requirements that are unique to each operation. This process will help further define the final WBS in the template format as described in the training.

2.7.22 2nd SOW Development Meeting – Thirty Percent (30%) SOW Deliverable Review (Section IV, G.22)

As discussed above, Grant Thornton will begin the process of developing the 30% deliverables by documenting unique tasks and requirements for each functional area. We will review and validate this information with the functional experts for accuracy and completeness. Findings from this exercise will form the foundation of the SOW. Grant Thornton will work with management and supervisory personnel to review whether performance objectives are sufficient for each item with at least one performance standard for each performance objective. Grant Thornton will also work with the SOW Team to develop the "List of Attachments" as a comprehensive list of all applicable and relevant documents and exhibits associated with the solicitation.

This phase will involve Team reviews and additional data gathering to collect data that the Team may not have obtained during preliminary planning. Grant Thornton will develop the format for data presentation to clearly identify and annotate any missing data. The goal is for the Team to see the structure of the final SOW and approve the overall approach to completing the document, so as to avoid major re-work later in the process.

The 2nd formal SOW Development Meeting will include a progress update on the competition and an official 30% review of SOW deliverables by the entire team. The SOW Team will also review any issues affecting SOW completion and discuss strategies for resolution. The goal for this meeting is a consensus that SOW deliverables, including the attachments, are correct in structure, concept, and approach well enough to proceed to 50% SOW Development. If not, the Grant Thornton Team will establish a plan to complete actions in the near term. Other issues, such as the determination to provide or not provide Government Furnished Property (GFP) and any problems or concerns impacting the completion of the SOW, are discussed and the POA&M is updated. Grant Thornton will be responsible for facilitating the meeting and will prepare an agenda, discussion topics, and meeting objectives. Grant Thornton proposes that this meeting be extended to four (4) days total to include time for the Team to work together to discuss the strategy and formats for completing the solicitation.

2.7.23 3rd SOW Development Meeting – Fifty Percent (50%) SOW Deliverable Review (Section IV, G.23)

To produce this draft of the solicitation, Grant Thornton will work with the SOW Team to include any updates and revisions to the pricing structure and other components of the SOW. Additionally, we will develop drafts of the following sections of the solicitation:

- Deliveries of Performance - The time of delivery or performance is an essential contract element. The solicitation should clearly state these requirements. Grant Thornton will assist the Contracting Officer in ensuring that delivery or performance schedules are realistic and meet the requirements of the acquisition. Schedules that are unnecessarily short or difficult to attain tend to restrict competition, are inconsistent with small business policies, and may result in higher contract prices. The intent of this section is to inform the potential bidders of the basis on which the City will evaluate their bids or proposals with respect to time of delivery or performance.
- Instructions to Offerors (See paragraph 2.7.6)
- Evaluation Factors (See paragraph 2.7.7)

The Team will conclude this phase with the 3rd SOW Development Meeting. During the 3rd SOW Development Meeting, the City of San Diego and the Grant Thornton Team will conduct a 50% review of SOW deliverables. The SOW Team will review all documents presented at the 30% SOW review with incorporated comments from the SOW Team. In addition, the SOW Team will present the following for review:

- The draft pricing structure for contract line item numbers.
- The draft write-up for the safety, environmental, security, and administrative requirements for the SOW.

The SOW Team will also review any information related to the SOW report, refine deliverables, and verify accuracy and completeness in preparation for the final SOW development meeting. Grant Thornton will be responsible for facilitating the meeting and will prepare an agenda, discussion topics, and meeting objectives.

The goal for this meeting is a decision that SOW deliverables are correct in structure, concept, and approach well enough to proceed. The City and Grant Thornton Teams will discuss issues, problems or concerns affecting the completion of SOW and update the POA&M. Grant Thornton proposes that this meeting be extended to include time for the team to work together to discuss the strategy and formats for completing the next sections of the solicitation.

2.7.24 4th SOW Development Meeting – Eighty Percent (80%) SOW Deliverable Review (Section IV, G.24)

Grant Thornton will conduct a final meeting to review all components of the SOW to date with functional representatives for accuracy and completeness. Grant Thornton will also review all comments generated during the 50% Review for incorporation into the documents.

To prepare for the 4th SOW Development Meeting Grant Thornton will provide all 80% SOW Deliverable documents to the SOW Project Manager, City Contracting Official and the City SOW Team. Additionally, Grant Thornton will assist in defining roles, responsibilities, and

expectations from participants. Grant Thornton will provide an agenda, discussion topics, and meeting objectives.

During the 4th SOW Development Meeting, Grant Thornton and the City SOW Team will review the SOW sections for accuracy and completeness and review that any comments generated during the 50% review are incorporated into the documents. Grant Thornton will work with the City SOW Team to confirm that at the end of the 80% Review, the documents will be complete according to the internal team.

The 4th SOW Development Meeting will conclude with a decision that SOW Sections are ready for Contract Administrator review. If they are not, a plan to complete actions in the near term is established. Other issues, problems or concerns affecting the completion of SOW are discussed and the POA&M is updated.

Grant Thornton will develop a final SOW Deliverable that includes the changes resulting from the Contract Administrator's review. The final SOW will be provided to the City within ten days of receipt of final comments received from the SOW Project Manager.

2.7.25 SOW Development Report (Section IV, G. 25)

Grant Thornton recognizes the value of a systematic approach to records management to capture and compile SOW activities and documents and to support subsequent actions or decisions. Therefore, in addition to accurate records management, the Grant Thornton Team will create a summary report that documents the assumptions and decisions made throughout SOW development. Through the proper creation, maintenance, and storage of records we create transparency and accountability for affected employees, leadership, and oversight authorities. Our past experience in the development and utilization of dynamic records management systems has included providing contest support by managing the risks associated with availability or lack of evidence, as well as demonstrating an agency's activities or decisions.

Grant Thornton will provide a SOW Development Report for the City SOW Project Manager by creating and maintaining reliable and useable records and protecting the integrity of those records for as long as required by:

- Identifying the scope of pertinent documents associated with the work performed that will best serve as a record of Grant Thornton's and the San Diego SOW Team's activities;
- Routinely capturing records within scope, converting them to electronic format, and organizing and itemizing them within a Records Management Inventory;
- Creating records that contain necessary data to establish the records context (e.g., version, date and time of creation or transaction, the author or recipients of the record);
- Documenting issues, resolution, and source of resolution; and
- Establishing control measures to protect records from unauthorized access, disclosure, alteration, or deletion and performing regularly scheduled backups.

This methodology will be employed to successfully organize, manage, store, and retrieve SOW records and decisions. The records will support the City SOW Project Manager in responding to questions or issues that may arise relative to the intent, content, and SOW rationale. They also will clearly document all assumptions, decisions, and data inputs in the final SOW Development Report.

2.7.26 Best Practices and Lessons Learned (Section IV, G. 26)

Documenting best practices and lessons learned is designed to inform future competition teams of how to avoid mistakes and emulate success stories from the competition effort. Grant Thornton begins the managed competition process by reviewing and applying applicable best practices and lessons learned from the past. We intend for our documented lessons learned and best practices to be more than repeating what has become familiar from past competitions such as “involve the union” or “document decisions.” These are easily obtained from various A-76 web sites. Grant Thornton will focus on issues specific to the City of San Diego as discovered during the managed competition process that would increase the knowledge base for all City of San Diego and government practitioners of the A-76 competition process.

Collecting lessons learned will involve frank discussion among all members of the project team – both Government and consultants. We will ask what processes or procedures did not yield the desired results and should be avoided in future competitions. The answers to these questions will yield lessons learned and best practices that should be passed on to improve future A-76 work.

The SOW Team will prepare a Best Practices and Lessons Learned Report which will include all useful assessments gathered during the managed competition process with recommendations based on the experience of the SOW Team, contracting, and other City personnel contributions. Lessons learned will be gathered and documented during the normal course of the managed competition process and in detailed interviews or surveys at completion of the competition.

2.8 Deliverables (Section IV, H)

Grant Thornton’s Project Manager will work closely with the City Team Leaders and Project Manager to document revisions to all draft deliverables, track changes to documents, and complete all work products in final form. Grant Thornton will retain “ownership” of these documents until they are approved as final by either the Contract Administrator or Project Manager. This approval will signify the City’s willingness to accept an invoice for services. The dates for each deliverable will correspond to the POA&M and will be coordinated with the Team Leaders and Project Manager.

2.8.1 Preliminary Planning Deliverables (Section IV, H.1)

The following table identifies each of the Preliminary Planning deliverables from the RFP.

DELIVERABLE TITLE	DESCRIPTION/TYPE OF FORMAT
Scope and Grouping	This report will include a summary of the methodology, data collection and recommendations related to the proposed scoping and grouping decisions. This includes analysis and recommendations on the Continuing Government Agency recommendations, inherently governmental work identification, inclusion of subcontract effort, and related market research findings.

DELIVERABLE TITLE	DESCRIPTION/TYPE OF FORMAT
Market Research Plan	The Market Research Plan will contain draft Requests for Information and sample surveys for market research data collection. Grant Thornton will also provide a list of prospective companies whose current services are similar to those defined by the initial scoping and grouping effort.
Market Research Report	This item contains the Market Research results and associated written summary. It includes all of the required research associated with supporting the final Scoping and Grouping recommendations, including on-line surveys such as SurveyMonkey.com, preparation of final RFIs, and other efforts to support scoping and grouping recommendations.
Workload Data Pre-Collection Assessment	<p>In the workload data pre-collection process, Grant Thornton will validate the outputs, units of output, metrics, customers, and potential types of data sources for all of the tasks within the scope of the competition.</p> <p>During the workload data assessment, if data is missing or incomplete, or if a new collection system must be implemented, Grant Thornton will work closely with the Preliminary Planning Team and key site representatives to recommend a user friendly solution that will produce representative data.</p>
Workload Data Collection Results	Grant Thornton will document all data collection methodologies and compile, archive, and summarize two years of historical workload data for functions determined to be in-scope. Grant Thornton will review collected data with on-site personnel and retain all documentation in usable formats for future use in the process.
Property Inventory	Grant Thornton will assess the availability of an existing property inventory, and, if records are not up to date or if they are maintained in a non-standard system, Grant Thornton will perform additional research and log the inventory at the site. The final report and database will include the final inventory, associated current value, and lifecycle costs.
Baseline Cost Report	Grant Thornton will develop the Baseline Cost report with existing costing data, or if it is not available, we will spend additional time to obtain or extract accurate data. The Baseline Costs deliverable will include COMPARE™ files, back-up documentation, and Baseline Cost Report summary document.
Preliminary Planning Final Report	The Preliminary Planning Final Report is the culmination of and repository for documentation summarizing the recommendations and decisions resulting from the steps of the preliminary planning process. The report will contain recommendations for follow-on competitions, and include a POA&M for execution of the competition, if recommended.

DELIVERABLE TITLE	DESCRIPTION/TYPE OF FORMAT
Best Practices and Lessons Learned	Grant Thornton will collect lessons learned and best practices throughout the preliminary planning process, not just at its conclusion. At the end of the process, Grant Thornton will conduct a meeting with the City's Preliminary Planning team and other interested City personnel to discuss and document the areas of strength and the areas for improvement.

Table 2: Preliminary Planning Deliverables

2.8.2 SOW Development Deliverables (Section IV, H.2)

The following table identifies each of the SOW Development deliverables from the RFP.

DELIVERABLE TITLE	DESCRIPTION/TYPE OF FORMAT
SOW Training Module	The Grant Thornton Team will provide an overview of the SOW Development process, with special emphasis on developing a Performance Based Acquisition for services. The deliverable will include training materials, such as hand-outs, work templates, slides, and training binders. The material will be reviewed with the City Project Manager prior to training delivery.
SOW Development and Competition POA&M	Grant Thornton will develop a POA&M in MS Project and deliver it to the City's Project Manager in draft form prior to the SOW Kick-Off meeting. At the SOW development kick-off meeting, Grant Thornton will work with the SOW Team to refine the POA&M and establish a plan for the 30% SOW Review. Grant Thornton will monitor and update the POA&M throughout the project and make it readily accessible to City personnel at all times.
30% SOW Deliverable	For 30% Review, Grant Thornton will work with the City of San Diego to revise, update, and refine pre-existing WBS' and put them in the proper template format. Grant Thornton will also confirm that there is at least one performance standard for each performance objective. Grant Thornton will develop attachments, which include workload, technical data, property inventory and reports. Grant Thornton will confirm that the format for data presentation is clearly identified and annotated. Grant Thornton will also structure the SOW deliverables to be consistent with the required structure, concept, and approach to proceed to the 50% deliverable review. Formats for the SOW and related attachments will be readable with MS 2000 applications.

DELIVERABLE TITLE	DESCRIPTION/TYPE OF FORMAT
50% SOW Deliverable	For the 50% Review, Grant Thornton will present all documents created and/or updated at the 30% Review, complete with all incorporated comments. Grant Thornton will also work with the City to draft instructions to offerors and evaluation criteria. Grant Thornton will include performance standards and objectives for all elements of the WBS. Grant Thornton will confirm that SOW deliverables are correct in structure, concept, and approach to proceed to the 80% deliverable review. The documents and associated attachments to the solicitation will be readable with MS Office 2000 applications.
80% SOW Deliverable	Prior to the 80% review, Grant Thornton will incorporate all comments generated during the 50% Review. During the 80% Review, Grant Thornton will work with the City Team to evaluate for the SOW and all associated solicitation components for completeness and accuracy. At the conclusion of the 80% Review, Grant Thornton will forward the documents to the Contracting Officer for review and comment. The documents and associated attachments to the solicitation will be readable with MS Office 2000 applications.
100% SOW Deliverable	Grant Thornton will develop a final SOW Deliverable that includes the changes resulting from the 80% review. This task includes the incorporation of external comments from the Contract Administrator as well as the final quality control review of all SOW and Solicitation sections. The final document and all associated attachments to the solicitation will be readable with MS Office 2000 applications.
Quality Assurance Surveillance Plan/Performance Assessment Plan	In a collaborative effort with the SOW Team, Grant Thornton will develop the performance objectives and standards for the QASP/PAP. The QASP/PAP will lay out the methods required for surveillance, roles and responsibilities, and other critical steps to performing the assessments. The report and supporting templates/tools will all be readable using MS Office 2000 applications.
Independent Government Estimate	The IGE is the estimated cost of private sector performance of the SOW. As part of IGE development, Grant Thornton will document the methodology, standards and assumptions used in developing the estimate. Grant Thornton will present the IGE in a format that is consistent with Private Sector Price Proposals. Supporting data will include a detailed basis of estimates to include types, unit prices, escalation rates and rationale (including calculations) for all elements of cost. All deliverables will be presented to the Contract Administrator.

DELIVERABLE TITLE	DESCRIPTION/TYPE OF FORMAT
Adjusted Baseline Cost Report	Grant Thornton will prepare the Adjusted Baseline Costs using COMPARE™ in accordance with all City of San Diego procurement requirements. Grant Thornton will use the latest version of the COMPARE™ software, the baseline-costing tool, to enter into COMPARE™ all of the resource information, and provide back-up information and a final Baseline Cost Report in the required format.
SOW Development Report	The Grant Thornton Team will use the City-provided format for the development of the SOW Development report. This report will provide an overview of the development process, key issues and resolutions, and other required information.
Best Practices and Lessons Learned	Grant Thornton will document lessons learned and best practices to support our repeating competition lessons learned such as “involve the union” or “document decisions.” We will focus on issues specific to the City of San Diego as discovered during the SOW Development process that would increase the knowledge base for all future City competition efforts.

Table 3: SOW Development Deliverables

2.8.3 Document Control (Section IV, H.3)

Our approach to document control and comment/revision suggestions is to create a “history” of each comment, the response, and to document any final changes. Each comment received from the City on deliverables will be documented by the Grant Thornton Team. We will retain separate versions of draft and final documents for the engagement file. The documents are considered draft until accepted as final by the City.

Grant Thornton has successfully used a Web site called WebExOne to store project related documents for other clients. This site allows all team members to access project files while providing full capability to limit access to only designated users.

All documents, reports, schedules, flow charts and workload data will be viewable and editable in MS Office 2000 applications with the exception of baseline cost files that will be available in COMPARE™. All documents created in support of this task order will carry a “PROCUREMENT SENSITIVE FOR OFFICIAL USE ONLY” or otherwise designated legend. Reference and supporting documentation not in electronic format will be scanned to a suitable format such as Portable Document Format (PDF) and archived in the appropriate folder.

2.8.4 Finalized Documents (Section IV, H.4)

Grant Thornton uses Microsoft Office applications and will provide the City with all final deliverables in MS Office 2000 compatible versions. As stated in the RFP, the Grant Thornton Team will deliver three hard copies and three electronic copies (on CD-ROM) of each deliverable. The COMPARE™ files will be the only files submitted to the City not readable using MS Office 2000 applications. Our Team will work with the Contract Administrator and

Project Manager to determine whether "sensitive" designations are required for documents prior to submission to the City. We will provide all supporting engagement files on CD-ROM as part of the final SOW Development Report, to include analysis and draft recommendations. Our engagement management approach has established a uniform format for work paper tracking that is user friendly and intuitive. This structure will allow the City easy reference of source documents after the managed competition initiative is completed. Any reference or supporting information not available in MS Office 2000 soft copy will be scanned at a minimum 300 dpi resolution and included with the work papers. Grant Thornton will provide three copies of the engagement files electronically on CD-ROM in jewel cases to the City with submission of the final deliverable.

2.9 Place of Performance (Section IV, I)

Our team will coordinate our work with the City Team Leads and Project Manager, working on site in San Diego as needed and working during normal Pacific Standard Time work hours.

2.9.1 Allowable Work Hours (Section IV, I.1)

Our team will be available between the normal work hours of 7:30am and 5:00pm, Monday through Friday Pacific Standard Time.

2.9.2 Work Schedule (Section IV, I.2)

The Grant Thornton Project Manager will fully engage the City Team Leads through frequent communication and planning meetings to establish a workable data collection plan during POA&M development. During the execution of our POA&M, we will work closely with the City Team Leads and Project Manager to schedule our on-site work to support the efficient execution of our project schedule and to utilize City personnel effectively.

2.10 Period of Performance (Section IV, J)

As Grant Thornton has provided competitive sourcing support for Federal civilian agencies, the Department of Defense, and city governments, we will have knowledgeable staff and existing templates and methodologies that will be used in our support of the City. These resources, templates, and methodologies will allow us to begin work within 14 calendar days of notice of task award.

At task initiation, we will revise our draft POA&M (Appendix C) to reflect the function(s) specified in our task order. The resulting POA&M will show work completion not later than 180 calendar days from inception. We will utilize existing management processes and the depth and breadth of our staff to support our successful delivery to task plans and milestones.

2.11 Project Manager (Section IV, K)

We understand that in order to deliver support under a task order with the City successfully, we will need to work with a number of different City officials. The Grant Thornton Project Manager will serve as our day-to-day project lead and, as a result, will work with the City's

Project Manager to agree upon technical direction, to review project methodologies, and to discuss project status and progress.

The Grant Thornton Program Director will provide strategic guidance to and oversight of all of the task orders—or projects—that are initiated under the BPA. As a result, when necessary, this individual will work with the City's Contract Administrator to clarify the City's expectations regarding work to be performed and to negotiate delivery schedule, contract requirements and/or pricing.

2.12 Non-Disclosure Statement (Section IV, L)

We understand that managed competition efforts involve information that is sensitive to procurement integrity. Accordingly, we have a standard non-disclosure agreement that our employees sign when working on such efforts. We will provide our standard agreement language to the City for review and acceptance and, after acceptance, will have all Grant Thornton Team members sign non-disclosure agreements (NDAs). We will provide copies of our NDAs to the City for your record of our independence.

2.13 Task Order Process (Section IV, M)

Task orders will be awarded against this contract on an as-needed basis. In response to task order notifications, Grant Thornton will meet with the City of San Diego officials to discuss the nature and scope of the Task. We will be available for these discussions within three (3) working days after the receipt of a written request by the City. Within three (3) days of the initial meeting, our Program Director will submit to the City's Project Manager and Contract Administrator a detailed statement of scope, prospective schedule, and an associated price quotation. Upon acceptance of the proposal and recipient of a task order from the City, the Grant Thornton Team will commence work within five (5) working days. We will deliver our work in accordance with our task order and the detailed POA&M that is developed for its successful completion. As the POA&M will detail interim review points and as we will provide weekly and monthly status reports in our standard templates, the City will have the opportunity to identify any potential concerns or weaknesses in our delivery of requirements early on. Any modifications to the task order as a result of our interim reviews and frequent discussions will be in writing and approved by the City Project manager.

Upon approval of final deliverables, Grant Thornton will submit invoices for services. The invoices will clearly identify which deliverables are covered by the invoice and any applicable modifications.

2.14 Key Personnel Labor Categories (Section IV, N)

Services described in the RFP will be performed on an as-needed, indefinite delivery, indefinite quality basis. The following paragraphs describe the requirements of each position included on the Grant Thornton Team who will respond to these requirements. Also included is a brief synopsis of how our personnel meet or exceed these requirements.

2.14.1 Executive Consultant (Section IV, N.1)

Ramon Contreras and Bob Hammond, each with at least 15 years of relevant work experience, will serve as Executive Consultants to the project. Mr. Contreras holds Bachelor's and Law degrees from accredited universities. Mr. Hammond holds Bachelor's and Masters degrees from accredited universities.

Ramon Contreras, the head of Grant Thornton's competitive sourcing/managed competition practice, will serve as the Program Director. The Program Director has overall responsibility for accomplishment of all tasks, with total authority to direct all of the resources of the Grant Thornton Team. Mr. Contreras will confirm that all deliverables comply with contract requirements, applicable professional standards, and overall firm standards for professional excellence.

Bob Hammond will serve as a Subject Matter Expert to the project. He will provide specific high-level guidance as needed for the managed competition process. He will also provide his expertise in specific functional areas to particular competitions on an as-needed basis.

2.14.2 Project Manager (Section IV, N.2)

The Grant Thornton Team will provide both a Project Manager and an Alternate Project Manager to the City. Mr. Dennis Brown will serve as Project Manager while Ms. Colleen Miller will serve as the alternate. Mr. Brown far exceeds the required ten years experience and holds Bachelor's and Master's Degrees from accredited universities. As indicated by her resume, Ms. Miller has more than fifteen years of experience and holds a Bachelor's Degree from an accredited university. She is currently pursuing a Master's Degree.

The Project Manager, Dennis Brown, will have responsibility for execution of all of the work under this task order and will report directly to the Program Director. Mr. Brown will be continually available and in frequent direct communication with the Government's Preliminary Planning and SOW Project Manager. He will provide direction to the Grant Thornton Team. The Project Manager will be available to provide on-site support during of the managed competition process. The Project Manager will be the primary point of contact for all performance related issues associated with the work under this task order. He will maintain a detailed project plan, used to assign and monitor individual Grant Thornton Team member work to measure timely completion of deliverables, and will manage preparation and submission of the monthly progress reports.

The Alternate Project Manager will serve as the designated Quality Control manager on a day-to-day basis. Ms. Miller will be responsible for independent review and validation that deliverables meet task order and contract specifications. She has conducted more than five public works managed competitions within the last eight years and is one of our resident COMPARE™ trainers and one of our senior-level managed competition trainers.

2.14.3 Senior Business Consultant (Section IV, N.3)

Mr. Robert Chapman and Mr. Alex Harman will support the Grant Thornton Team as Senior Business Consultants. As indicated by their resumes included in Appendix A, Mr. Chapman and Mr. Harman hold Bachelor's degree from accredited universities and meet the specifications of the Senior Business Consultant labor category.

Mr. Chapman will be assigned the responsibility of the day-to-day development and management of all parts of the solicitation. He will be responsible for collecting and reviewing data from the City of San Diego personnel and developing draft deliverables. As needed, he will be on site for key phases of the preliminary planning and solicitation development project.

Mr. Harman will contribute to the project team as a subject matter expert in using the COMPARE™ software. As Mr. Harman's resume shows, he has several years experience in completing cost analysis with the COMPARE™ software tool and is a frequent trainer on how to use the software for public-private competitions.

2.14.4 Business Consultant (Section IV, N.4)

We do not have key personnel bid in the Business Consultant labor category; rather, we have provided representative resumes in Appendix A of Ms. Amy Jennaro and Mr. Sam Girotra. Both of these individuals meet the criteria of Business Consultant, having college degrees and in excess of three years of applicable experience.

The Business Consultants will support the day-to-day development and management of all parts of the solicitation, working in support of the Project Manager and the Senior Business Consultant. The Business Consultants will provide support for collecting and reviewing data from the City of San Diego personnel and developing draft deliverables. They will be on site for key phases of the preliminary planning and solicitation development project.

2.14.5 Management Analyst (Section IV, N.5)

We do not have key personnel bid in the Management Analyst labor category; rather, we have provided representative resumes in Appendix A of Ms. Elizabeth Browning and Ms. Lauren Ayer. Both of these individuals meet the criteria of Management Analyst, having relevant college degrees.

Each of the Management Analysts will work with one of the Business Consultants to support data collection and the development of deliverables. In addition, they will support meetings and facilitation sessions by drafting meeting notes.

2.15 Past Performance and References (Section IV, O)

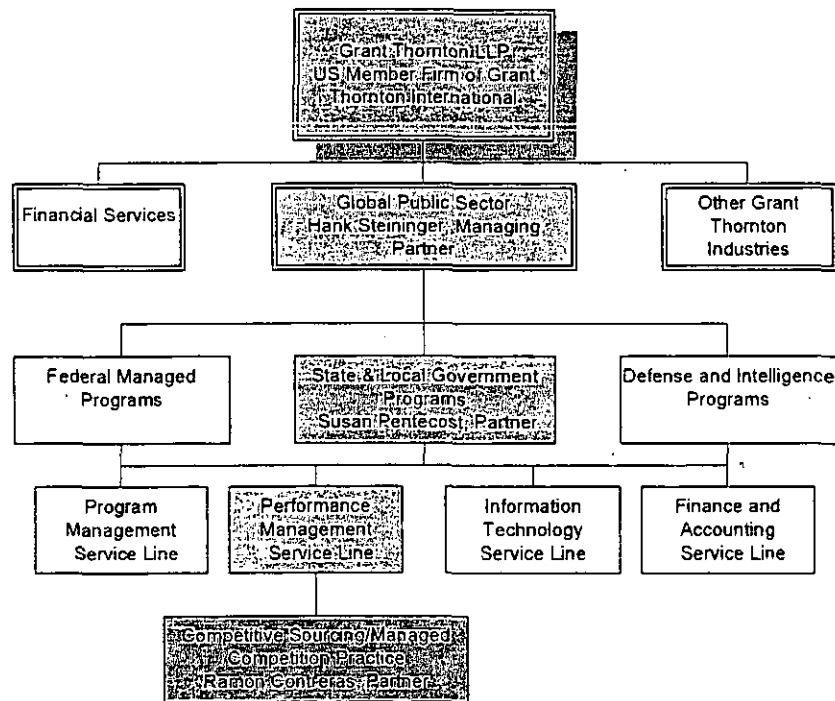
Appendix B includes project summaries of recent, relevant managed competition and business improvement projects, similar to those planned by the City of San Diego. These projects are included to illustrate Grant Thornton's familiarity with both the preliminary planning and SOW development requirements of the RFP, as well as illustrate a depth of understanding of the public works related functions described in the RFP. Additional past performance qualification statements are available upon request. Note that the required "Proposer's References" information is included in Appendix B.

2.16 Qualifications and Experience (Section IV, P)

Grant Thornton has significant experience in delivering all aspects of the work that was referenced in the RFP to which this proposal responds. We have supported Federal civilian agencies, the Department of Defense, and cities in preliminary planning and SOW development.

2.16.1 Organizational Chart and Staffing Profile (Section IV, P.1)

Grant Thornton's Global Public Sector (GPS) practice delivers creative business, financial, and information technology consulting solutions. This practice serves as the focal point for our work with local, state, federal, and international governments. The way in which our GPS practice fits into Grant Thornton LLP is shown in Figure 3.



Staffing the managed competition effort will follow the highly successful engagement management model used throughout Grant Thornton.

We will structure our team to provide consistent leadership across the BPA. The Program Director, Project Manager, Alternate Project Manager, and Subject Matter Expert will be key personnel available to support all competitive sourcing teams working with the City. (We understand that the City will have one or more functions competitively sourced through one or more solicitations.) Figure 5 shows the way in which our leadership team would be expected to support multiple competitive sourcing efforts or task orders.

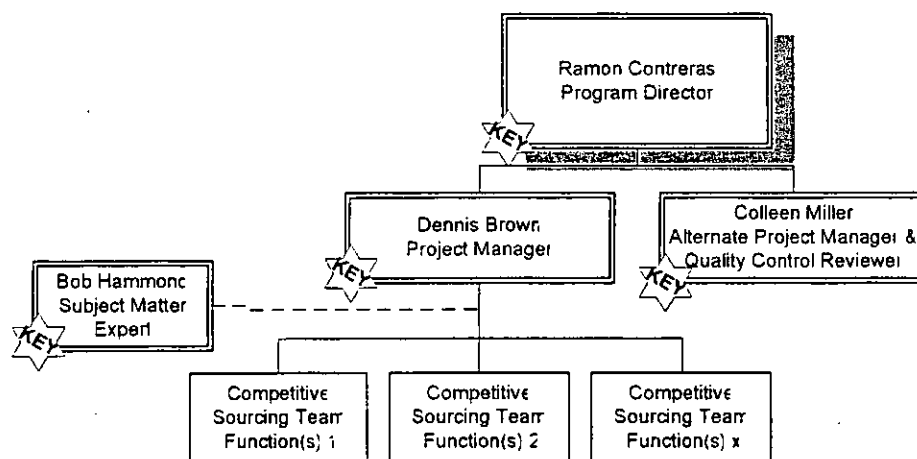


Figure 4: Grant Thornton's City of San Diego Leadership Team

Figure 5 illustrates our team approach to staffing a particular task order. Please note that the personnel not designated as "key" are representative personnel. We anticipate that personnel will support multiple competitive sourcing task orders if they are sequential.

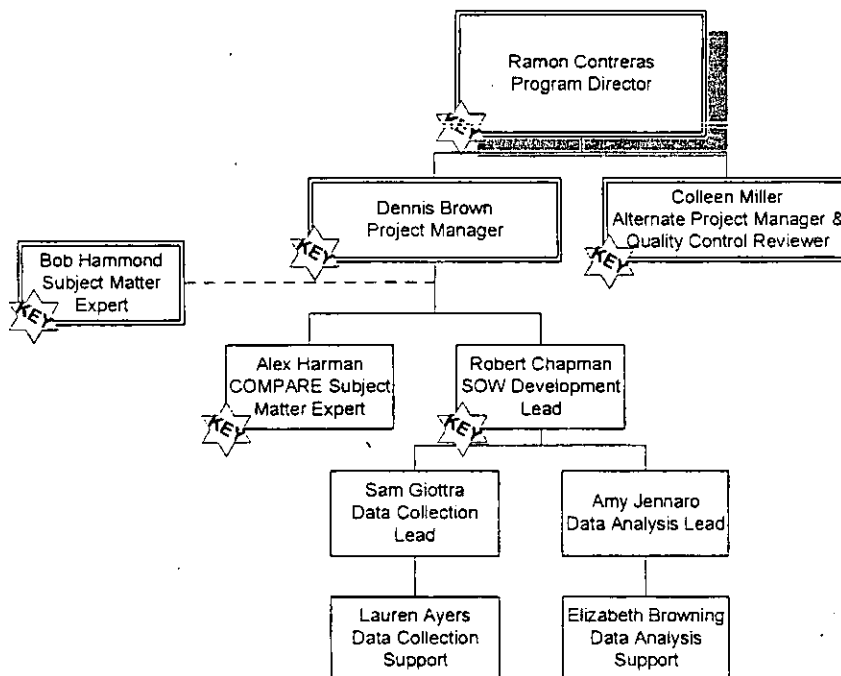


Figure 5: Grant Thornton's City of San Diego Account Team

Our staff will provide consistent coordination and communication with client leadership, as well as functional knowledge of all steps of the preliminary planning and SOW development processes.

The following table identifies the staff roles and time commitments to the San Diego account team. Full resumes for all personnel are provided in Appendix A. Please note that this team is not proposed for any specific task, but is provided as a representative team that Grant Thornton will employ to conduct the type of service requirements defined in the RFP. The table below assumes a sample task duration of six months.

Name	Title	Number of Hours	Percent of Annual Available Hours (out of 1000)	Role
Ramon Contreras	Program Director	60	6%	Project leadership and oversight
Bob Hammond	Subject Matter Expert	40	4%	Strategic planning/direction on managed competition; Subject matter expert for public works competitions
Dennis Brown	Project Manager	750	75%	Day-to-day operations and task management
Colleen Miller	Alternate Project Manager and Quality Control Reviewer	250	25%	Review and validation that deliverables meet task order and contract specifications
Robert Chapman	Senior Business Consultant	950	95%	Development of all parts of the solicitation
Alex Harman	Senior Business Consultant	50	5%	COMPARE™ expertise
Amy Jennaro	Business Consultant	1000	100%	Development of all parts of the solicitation—Data analysis lead
Sam Girotra	Business Consultant	1000	100%	Development of all parts of the solicitation—Data collection lead
Elizabeth Browning	Management Analyst	1000	100%	Data analysis support
Lauren Ayers	Management Analyst	1000	100%	Data collection support
Total		6100		

Table 4: Team Hours Dedicated to Project, as Defined in Solicitation

The staff that we are proposing to support the City's effort includes six part-time senior positions. The Program Director will be part-time as he will be in a strategic visioning and oversight role rather than a day-to-day project delivery role. The Subject Matter Expert will be part-time as he will be brought in only when he can add real value to strategic planning and/or public works competitive sourcing exercises. Together, the Project Manager and Alternate Project Manager make up a full-time position. We have provided hours for the Alternate Project Manager to support Quality Control reviews and to create redundancy of knowledge to

allow for seamless project coverage if the Project Manager were to be temporarily unavailable for the project. Two Senior Business Consultants will share a full-time position, allowing our team the respective background and expertise of each of the two individuals.

2.16.2 Experience with Similar Projects (Section IV, P.2)

Grant Thornton will provide a team of experienced managed competition consultants to support the City's competitions. We have both depth and breadth of personnel experience, with significant numbers of staff that have experience in competitive sourcing. Our Program Director has conducted more than 10 competitive sourcing studies in addition to having worked with Federal agencies to develop performance work statements (PWS) and to define most efficient organizations (MEO). He is a legal advisor within Grant Thornton on public contract law and an active member of the American Bar Association Section of Public Contract Law. He has provided OMB Circular A-76 training to a variety of clients.

Our proposed Subject Matter Expert has over 39 years of experience operating, managing and providing executive level leadership to government agencies in the areas of aviation maintenance, facilities operation and maintenance, environmental matters, logistics and business operations. He has extensive experience with strategic sourcing and other techniques to assist in government making the proper business sourcing decisions. On three occasions he has led offices that were focused on strategic sourcing and many of the processes and techniques he developed have been incorporated in the OMB Circular A-76.

The proposed Project Manager has significant experience and technical knowledge pertaining to OMB Circular A-76, process design and redesign and industrial engineering. He is skilled at all aspects of preliminary planning such as data gathering and work breakdown structure and performance work statement development. He has often presented training material and served as facilitator at A-76 team meetings.

Our Alternate Project Manager and Quality Control Reviewer has more than 15 years of experience in the government and government consulting with eight years supporting managed competitions. She has hands-on experience with A-76 Standard and Streamlined Competitions in the Department of Defense, Department of Homeland Security, United States Coast Guard, Department of Energy and the Department of Interior (DOI), Bureau of Land Management and Fish and Wildlife Service. She is also one of Grant Thornton's OMB Circular A-76 trainers. She has provided A-76 overview, Preliminary Planning, PWS and MEO training with the Potomac Forum, Ltd, Defense Distribution Center and the Bureau of Indian Affairs.

Our primary Senior Business Consultant has been the team lead for A-76 contracts for the US Coast Guard, Customs & Border Protection, and the Navy. His experience has included both sides of the A-76 firewall. He worked on A-76 commercial activities projects for the Defense Distribution Center in Harrisburg, PA, and he performed five post-MEO audits for the Army Installation Management Agency. He has served as facilitator and trainer at numerous A-76 meetings and training classes and as facilitator at more than 50 Delphi conferences. He has just completed all work as team leader on the MEO team for a study of buoy maintenance for the US Coast Guard at the Integrated Support Command in Alameda, California, and the Integrated Support Command in Honolulu, Hawaii.

The second proposed Senior Business Consultant has relevant experience including conducting performance audits for the Department of Defense and conducting Office of Management and Budget (OMB) Circular A-76 studies, including preliminary planning, developing PWSs, Agency Tenders, and other business process reengineering efforts. He has significant experience in organizational design, benchmarking, facilitation, and data assimilation. He has developed, facilitated and participated in numerous courses dealing with OMB A-76 studies, particularly A-76 costing methodology and the use of COMPARE™.

Our project management approach leverages our familiarity with the Public Works function and the managed competition process. Complete resumes are included in Appendix A.

2.16.3 Key Personnel (Section IV, P.3-6)

The organizational structure we will use is hierarchical, providing rapid decision making and maximum authority to focus resources where and when needed. Mr. Ramon Contreras, a Grant Thornton Partner, is the Program Director. The Program Director will be responsible for all program deliverables, committing firm resources, and conducting business on behalf of the firm.

Our **Project Manager, Mr. Dennis Brown**, will be responsible for day-to-day operations of the team and for coordination of team resources and deliverable development. The Project Manager will plan and manage all elements of this task and will be responsible for the timely and accurate completion of all task order deliverables. As part of the management of this task, the Project Manager will be directly responsible for delivering, updating, and maintaining the POA&M for the preliminary planning and SOW development process. The Project Manager will also have direct control of and responsibility for all additional personnel assigned to this task.

Ms. Colleen Miller will serve as the **Alternate Project Manager**, filling-in when the Project Manager is temporarily unavailable for the project. In addition, she will serve as the **Quality Control Reviewer**, overseeing quality on all deliverables.

In addition to our senior leadership team, we have designated our Subject Matter Expert and our Senior Business Consultants as key personnel. **Mr. Bob Hammond**, our **Subject Matter Expert** will provide specific high-level guidance as needed for the managed competition process. He will also provide his expertise in specific functional areas to particular competitions on an as-needed basis. The **Senior Business Consultants, Mr. Robert Chapman** and **Mr. Alex Harman** will report to the Project Manager and will work with our management analysts to fulfill day-to-day tasks as delineated through our project schedule.

The contact information for our designated key personnel is shown below.

Name	Level/ Title	E-mail	Phone
Ramon Contreras	Program Director	Robert.Hammond@gt.com	703.637.4492
Bob Hammond	Subject Matter Expert	Ramon.Contreras@gt.com	703.637.2735
Dennis Brown	Project Manager	Dennis.Brown@gt.com	703.637.2724

Colleen Miller	Alternate Project Manager; Quality Control Reviewer	Colleen.Miller@gt.com	703.637.2812
Robert Chapman	Senior Business Consultant	Robert.Chapman@gt.com	703.637.2810
Alex Harman	Senior Business Consultant	Alex.Harman@gt.com	703.637.2767

Table 5: Contact Information for Key Personnel**2.16.4 Accessibility (Section IV, P.6)**

The Grant Thornton Project Manager will be accessible via e-mail and local phone to the City during normal business hours (i.e., 7.30am and 5.00pm Pacific Standard Time, Monday through Friday).

2.16.5 Statement of Subcontractors (Section IV, P.7)

At this time, Grant Thornton does not envision using subcontractors to perform the work described in this RFP. If at any time during the course of our work we feel that it is necessary to work with subcontractors in support of the City, we will request approval from the City's Project Manager and Contract Administrator in advance of commencing work with a subcontractor.

Appendix A: Resumes

Ramon Contreras III

Mr. Contreras is a Partner in Grant Thornton's Global Public Sector group. He has over 15 years of public sector cost and performance management consulting and managed competition experience. Mr. Contreras has developed technical expertise in the areas of OMB Circular A-76, government contracts, procurement policy, regulatory practices, outsourcing, and privatization. He is a licensed attorney with specialized expertise in federal and procurement law. He is an active member of the American Bar Association Section of Public Contract Law. He is well versed in Federal Acquisition Regulations (FAR), and the Federal Inventories Reform Act (FAIR). He has taught OMB Circular A-76 and strategic sourcing to a variety of clients, as well as presented such topics at various seminars and workshops sponsored by the Potomac Forum, the A-76 Institute, The Performance Institute, George Washington University, and American Society of Military Comptrollers.

Grant Thornton LLP

Partner, Global Public Sector (1996 – Present)

Mr. Contreras is responsible for the Competitive Sourcing Practice within the Enterprise Management Solutions Group. In this position, he is responsible for developing competitive sourcing methodology and market strategy. He is the Engagement Partner or a senior technical advisor on most on-going competitive sourcing projects within the Global Public Practice group. The following is a list of relevant engagements that Mr. Contreras has worked on or is supervising:

- US Army Installation Management (IMA) Competitive Sourcing BPA – Mr. Contreras is the program manager for the BPA and oversees all competitive sourcing contract support for IMA. Currently supporting the following engagements:
 - US Army West Point - Providing advice and guidance on competitive sourcing methodology to include COMPARE. West Point is competing fleet maintenance, grounds maintenance, street pavement, custodial services, traffic signal maintenance, environmental engineering, landfill operations, logistics, and transportation activities.
 - US Army AP Hill - Providing advice and guidance on competitive sourcing methodology to include COMPARE. Overseeing preliminary planning and PWS development. AP Hill is competing fleet maintenance, grounds maintenance, street pavement, custodial services, traffic signal maintenance, environmental engineering, landfill operations, logistics, and transportation activities.
- US Army Fort Sam Houston Garrison - Provided advice and guidance on competitive sourcing methodology to include COMPARE. Oversaw preliminary planning and PWS development. Ft Sam Houston competed fleet maintenance, grounds maintenance, street pavement, custodial services, traffic signal maintenance, environmental engineering, landfill operations, logistics, recreation operations and management and transportation as well as museum operations, information

technology, resource management, and visual information activities encompassing over 1,000 FTE.

- US Army Walter Reed – Provided advice and guidance on competitive sourcing methodology to include COMPARE. Walter Reed competed fleet maintenance, grounds maintenance, street pavement, custodial services, traffic signal maintenance, environmental engineering, landfill operations, logistics, recreation operations and management and transportation activities encompassing over 500 FTE..
- USMC Henderson Hall – Provided advice and guidance on competitive sourcing methodology to include COMPARE. Oversaw preliminary planning and PWS development. Henderson Hall competed fleet maintenance, grounds maintenance, street pavement, custodial services, traffic signal maintenance, environmental engineering, landfill operations, logistics, recreation operations and management and transportation activities.
- USMC 29 Palms – Provided advice and guidance on competitive sourcing methodology to include COMPARE. Oversaw preliminary planning and PWS development. 29 Palms competed fleet maintenance, grounds maintenance, street pavement, custodial services, traffic signal maintenance, environmental engineering, landfill operations, logistics, recreation operations and management and transportation activities encompassing over 500 FTE.
- Federal Aviation Administration – Overseeing the implementation and post competition accountability resulting from the largest civilian managed competition for flight service support. Provided advice and guidance and managed the preliminary planning efforts and the development of the performance based statement of work for the flight service competition encompassing 2,700 FTE and 48 locations nationwide.
- US Navy – Provided advice and guidance on competitive sourcing. Conducted independent government estimates, independent reviews and Post MEO reviews Navy wide

Managed Competition for the District of Columbia

Worked on a managed competition engagements for the DC government procuring parking meters city wide. Performed preliminary planning equivalent work conducted data analysis, property inventories, and market research. Develop a performance based statement of work.

Legal Advisor and A-76 Trainer

Mr. Contreras is an expert legal advisor within Grant Thornton on public contract law. He is an active member of the American Bar Association Section of Public Contract Law. Mr. Contreras has taught OMB Circular A-76 to a variety of clients. He has a demonstrated command of existing federal guidance, regulation and legislation including the OMB Circular A-76, FAIR Act, the Federal Acquisition Streamlining Act (FASA), and the Federal Acquisition Reform Act (FARA). Mr. Contreras was recently published in the ABA Public Contract Law Section's Practicum on Workforce Transition Issues as a result of competitive sourcing.

Private Law Practice

Attorney (1995- 1996)

Mr. Contreras worked for a large Washington DC based law firm in the contracts section. Specialized in government contracts and disputes. Supported litigation efforts before the federal courts and the General Accounting Office.

Internal Revenue Service (IRS)*Budget Analyst (1989- 1993)*

Mr. Contreras was a budget analyst in the IRS Office of Budget Formulation for one year. Mr. Contreras' responsibilities included formulating and justifying the \$7 billion IRS budget for the three submissions of the budget cycle: Treasury Department, OMB, and Congress. Established budget accounts and line items in the Budget Formulation System, the budget database of the IRS. In addition to the quantitative work of being a budget analyst, Mr. Contreras was responsible for developing briefing materials and presentations for IRS executives. He was also responsible for publishing IRS budget materials for public consumption, including *Investing for the Future*. This publication explained the fiscal year budget and outlined the strategic goals for the IRS. Developed and provided Equal Employment Opportunity Commission (EEOC) Sensitivity Training while serving as the EEOC Hispanic Program Manager.

Education

J.D., St. Mary's University School of Law, 1995

B.A., International Studies/Spanish, University of Wyoming, 1991

Affiliations

Bar of the State of Texas, Member

American Bar Association, Member

Section of Public Contract Law

Section of Administrative & Regulatory Practice

Section of State and Local Government

R. E. (Bob) Hammond

Grant Thornton LLP

Senior Manager, Global Public Sector (April 2003- Present)

Mr. Hammond has been supporting several high visibility projects including a report that is the collaborative product of Grant Thornton and the American Society of Military Comptrollers. This report summarizes the uses of costing information throughout the Department of Defense and provides implications for future costing system improvements. He provided senior level expertise in the review and validation of the Navy's new Commander of Naval Installations organization.

REH Associates

President (July 2002 – April 2003)

Independent consultant. Worked with Government, industry, and non-profit entities in areas of organizational management, personnel systems, logistics and concept development. Volunteered to support the National Geographic Society and the Public Lands Interpretative Association and led the southern team of the American Frontiers Journey. In this capacity, responsible for the leadership, logistics, training, route determination, feeding, data system administration and public relations for an 11 person team that crossed from Mexico to Salt Lake City all on Public Lands. This took place all on public lands as an educational activity of the sponsors to highlight the extent of public land ownership in this country.

Marine Corps, Installations and Logistics, Headquarters Marine Corps

Assistant Deputy Commandant (August 1998 - July 2002)

Worldwide responsibility for Marine Corps Bases and Stations, total logistics processes, contracting and business operations encompassing over \$5Billion annual budget authority. Led Marine Corps Logistics transformation including development of a systems architecture and implementation of best practices from industry and government. Instrumental in introducing Activity Based Cost and Management to the Marine Corps Supporting Establishment. Established the Future Naval Capability group addressing Expeditionary Logistics to assess requirements and emerging technologies and guided the Science and Technology invest program to satisfy those requirements. Guided the outsourcing process and was Marine Corps principal on development of the Strategic Partnering approach to avoid A-76 competitions and allow focus on core competency. Took a leadership role in a Marine Corps wide initiative to deal with the aging civilian workforce. As the second most senior civilian in the Marine Corps was comparable to a Lt. Gen. and took part in all Executive-planning efforts focused on future Marine Corps projects and operational concepts.

Naval Facilities Engineering Command

Assistant Deputy Commander (August 1995 - August 1998)

Special assistant to the Commander, tasked with determining organizational relevance to Navy customers, perform gap analysis and design change process to improve service, efficiency and effectiveness. Restructured 400 person Headquarters in one year, reducing staff by 25% and improved service through new business processes. Developed process to restructure 15,000-person field organization that was implemented after my departure. Developed new civilian

personnel management systems. Conceived and implemented a in house government outsourcing consulting office which serves as a model for collaborative efforts between traditionally competitive commands

NASA

Environmental Executive (1991 - Aug 1995)

Established and implemented environmental policies for both land and space based systems. Directed the development of an Environmental Justice plan which was the first agency submission to EPA as required by the Executive Order and was recognized by the EPA Administrator for completeness, clarity and overall excellence. Managed a worldwide environmental site characterization and remediation program. Represented NASA on numerous pollution prevention panels including one sponsored by the Council of Environmental Quality. Set energy policy for installations and directed an energy improvement program to meet the Presidential energy reduction goals. Led a test organization for team centric managerial concepts, and was awarded the NASA Creative Management Award for that effort, which became model for self directed work teams with responsibility for tasking, administration, compensation and incentives being vested within the team. This was especially rewarding as the members of the team nominated me for the award! Led business process redesign efforts for NASA HQ.

Naval Facilities Engineering Command

Deputy Assistant Commander (February 1984 - July 1991)

Managed \$2 Billion industrial funded Public Works service organization, with 16,000 employees in 9 locations worldwide. Introduced numerous management systems and techniques, improving productivity, cost and productivity visibility and simultaneously reducing overhead by 40%. Directed what is to my knowledge the only Department of Defense Incentive Pay Programs for Blue Collar workers. Provided guidance and direction for Executive Development and other career enhancement programs for 28,000 employees.

Prior to 1984

A recognized change agent with over 17 years of increasingly complex engineering and managerial assignments, including introduction of depot level computer controlled automated avionics test equipment, development and implementation of the first automated wire harness manufacturing process within DoD, and leadership in establishing an aircraft environmental program office supporting the Navy world wide.

President & Chairman of the Board, National Off Highway Vehicle Conservation Council, a non-profit educational organization. 1996 to 2002 during which time the organization became a recognized force in the off highway industry and donor contributions were dramatically increased. Developed long term partnership with Forest Service and Bureau of Land Management to be their primary motorized recreation trainer and consultant.

Education

BSEE/MSEE, Electrical Engineering/Computer Science, Honors graduate, San Diego State University

Awards

Federal Senior Executive Service, level 5

Senior Executive Service Presidential Rank Award

Morrell Medal, Society of Military Engineers for strategic planning and organizational change

NASA Creative Management Award

Civilian Service Medal

Colleen Miller

Ms. Miller is a Director in Grant Thornton with over 15 of experience in government and consulting. She has hands-on experience with A-76 Standard and Streamlined Competitions in the Department of Defense, Department of Homeland Security, United States Coast Guard, Department of Energy and the Department of Interior (DOI), Bureau of Land Management and Fish and Wildlife Service. Ms. Miller has current experience performing Commercial Activities competitions for the Defense Distribution Center (DDC), using OMB Circular A-76 guidelines. Her duties and responsibilities included project management, performing job analysis, Performance Work Statement (PWS) development, Quality Assurance Surveillance Plan (QASP) development, organizational and process analysis, creating a Most Efficient Organization (MEO), developing and providing Most Efficient Organization training, Technical Proposal development, Agency Cost Estimate formulation using COMPARE software, and Phase in Plan development and implementation.

Ms. Miller is also one of Grant Thornton's OMB Circular A-76 trainers. She has provided A-76 overview, PWS and MEO training with the Potomac Forum, Ltd, Defense Distribution Center and the Bureau of Indian Affairs (BIA). She developed and presented a training course on conducting Streamlined Competitions using the OMB Circular A-76 for the General Services Administration (GSA), Public Building Service (PBS). She also presented the Agency Cost Estimate development using COMPARE for the Federal Aviation Administration.

Grant Thornton LLP (October 1998 – current)

Director, Global Public Sector (August 2005 – Present)

Senior Manager, Global Public Sector (August 2003 – July 2005)

Manager, Global Public Sector (August 2001 – July 2003)

Senior Consultant, Global Public Sector (October 1998 – July 2001)

Director, Global Public Sector (August 2005 – Present)

Ms. Miller is currently the Senior Advisor and has supported the following Agencies Competitive Sourcing program under the May 2003 Circular A-76.

- Defense Distribution Center, Installation Services (2) Standard Competitions
- Defense Distribution Center, Phase In implementation
- Defense Distribution Center, Post Competition Accountability (6 MEOs)
- Department of Homeland Security, Customs and Boarder Protection (3) Streamlined Competitions – Program Management support and Acquisition support. Functional areas include: Payroll Processing, Personnel Processing and Personnel Classification.
- Department of Homeland Security, Customs and Immigration Service – provided one day A-76 Overview and Streamlined Competitions training.
- Department of Homeland Security, United States Coast Guard Buoy and Facilities Maintenance (3) Standard Competition– Agency Tender
- Department of Interior, Fish and Wildlife Services Aquatic Species Husbandry Standard Competition – Agency Tender
- Department of Energy, Logistics A-76 Streamlined and Standard Competition – Agency Tender

Senior Manager, Global Public Sector (August 2003- July 2005)

Ms. Miller provided guidance to our consultants and client's on implementing A-76 competitions in accordance with the Circular. She is part of our quality control team and reviews A-76 products prior to client delivery. She oversees Grant Thornton's internal and external training development ensuring that training meets Circular A-76 guidelines. Ms. Miller has supported the following Agencies Competitive Sourcing program under the May 2003 Circular A-76:

- Office of Personnel Management Administrative and Clerical A-76 Standard Competition – Agency Tender
- Defense Logistics Agency, Defense Distribution Center depot operations (8) Standard Competitions – Agency Tender and Transitions support post award

Manager, Global Public Sector (December 2002-July 2003)

General Services Administration, Public Building Service. Ms. Miller developed training on how to conduct successful Streamlined Cost Comparisons and Direct Conversions in accordance with OMB Circular A-76 for ten PBS regions and the National Capital Region (NCR). In addition, she presented the training to the NCR recently and is scheduled to conduct training in the remaining regions.

Department of Interior, Bureau of Land Management. Ms. Miller managed 14 Express Reviews using the DOI's A-76 Express Review Guidebook. The 14 Express Reviews were conducted concurrently across five states including Alaska, Arizona, Colorado, Idaho, New Mexico and the National Interagency Fire Center (NIFC). The studies began with an eight hour training course on how to conduct an Express Review. Ms. Miller presented the training for the states of Arizona, Colorado and NIFC.

Department of Defense Education Activity (DoDea). Ms. Miller provided advice and guidance to the DoDea Most Efficient Organization (MEO) Team.

Department of Interior, Bureau of Reclamation. Ms. Miller provides OMB Circular A-76 advice and guidance to the Bureau of Reclamation's A-76 study team. Her role is to guide the study team through a full A-76 cost comparison for the Centennial Job Corp Center. In addition, Ms. Miller recently provided an A-76 Overview Training course to other organizations within BOR programmed to implement A-76 studies.

Manager, Global Public Sector (September 2001-December 2002)

DDC A-76 Program Office. Ms. Miller managed the day-to-day assignments and tasks of seventeen team members and their complex duties. Members are either assigned to the Acquisition, MEO, Field, Business Process Reengineering or Transition Team. Ms. Miller oversaw and ensured that the Team's perform the following tasks. The Acquisition Team members develop a PWS that captures the activity's requirements and is performance based. The MEO Team members accurately review the Government's proposal and properly validate that the proposal meets the OMB Circular A-76. The Field Team members, at seven distribution centers, follow proper procedures while developing their organization's MEO and

that established milestones are met. The BPR Team identifies creative organizational initiatives and develops established client deliverables. The Transition Team members implement the cost comparison winner's Transition Plan without disruption to operations and within established timelines. Ms. Miller manages personnel performing transition at six defense distribution centers (Jacksonville, FL; Cherry Point, NC; Richmond, VA; San Diego, CA; Hill AFB, UT; Albany, GA) and personnel currently performing an A-76 study at seven additional defense distribution centers (Tobyhanna, PA; Puget Sound, WA; Corpus Christi, TX; Red River, TX; Anniston, AL; Oklahoma City, OK; Norfolk, VA) simultaneously. All thirteen defense distribution centers are on a staggered timeline.

Senior Consultant, (October 1998 – July 2001). As a Senior Consultant, she supported the Defense Distribution Depot Jacksonville (DDJF) during DDC's second round of studies serving as the Team Coach for the development of DDJF's PWS, QASP, MEO, TPP, and In-House Cost Estimate. The project required working with clients at all levels of the organization to create a vision for the future. Ms. Miller was also responsible for interviewing employees, analyzing current depot processes, equipment and systems, surveying employees to determine work allocation, recommending new processes, equipment and systems, and recommending staffing levels and organizational alternatives.

United States Air Force

Captain, Missile Launch Officer, Missile Combat Crew Commander, (January 1995 – April 1998)

Provided strategic national deterrence in 341st Space Wing, Montana; maintained 24-hour alert status of a missile alert facility and 50 Intercontinental Ballistic Missiles. Directed operations, maintenance, and security for over \$250 million in government weapon system assets without error; received an error free training evaluation during National Security Inspection.

HQ Air Force Space Command (AFSPC), CO

Manpower Officer, Requirements Development (January 1993 – December 1995)

Responsible for developing, evaluating, validating, and recommending approval of over \$1 billion in manpower requirements for five mission areas of AFSPC. Assessed manpower impact for Peacekeeper missile deactivation options; saved 600 command authorizations. Managed the command's Air Force Specialty Code conversion for missile group facility managers; increased efficiency in career field utilization and reduced over 300 requirements.

1000 Management Engineering Squadron, CO

Manpower Officer, Chief of Manpower Support (January 1991 – December 1992)

Led the implementation and reapplication of all approved Air Force manpower standards in support areas for 10,000 manpower authorizations.

Education

M.B.A., University of Montana (in-process 90% complete)

B.S., Aeronautical Studies, Management Concentration, Embry-Riddle Aeronautical University Reserve Officer Training Corps

Dennis J. Brown

Mr. Brown is a Manager in Grant Thornton Global Public Sector. He has significant experience and technical knowledge pertaining to OMB Circular A-76, Business Management, Process Design/Redesign, and Industrial Engineering. In addition, he has experience in job analysis, activity based costing, business process reengineering, and measuring programs for results. He is skilled at all aspects of preliminary planning such as data gathering and work breakdown structure and performance work statement development. His A-76 experience includes Preliminary Planning, Acquisition Support, and Agency Tender Support. He has over six years of experience managing consultants and in quality control of A-76 products to ensure quality, quantity, timeliness, and conformance with the circular and other directives. Mr. Brown has often presented training material and served as facilitator at A-76 team meetings. Additionally, Mr. Brown has over 20 years of management experience prior to joining Grant Thornton, which includes extensive experience in work measurement and the development of work-standards for direct, labor and indirect non-repetitive tasks, such as clerical, management, and support tasks; using statistical tools, regression analysis, staffing models.

Grant Thornton LLP

Manager, Global Public Sector (December 1998 – Present)

US Department of Energy PWS Development for Radiological Environmental

Sciences Laboratory. Mr. Brown currently assigned part-time as Engagement Manager for the PWS development for DOE in Idaho Falls, ID, where he was responsible for all financial and technical aspects of the project. Mr. Brown's focus is on overseeing the development of all solicitation elements with specific emphasis on A-76 compliance, facilitation, and adjusted baseline costs development using COMPARE.

US NAVY PWS Development for Non-Technical Services 1 (NTS-1). Mr. Brown is currently assigned part-time as the Engagement Manager for PWS development, using the NAVFAC template approach under the revised Circular A-76 for a Navy activities related to Non-Technical Support Services of Administration, and Visual Information Services within the scope determined through the Preliminary Planning process at the Navy Depot in Cherry Point, NC, where he is responsible for all financial and technical aspects of the project. Mr. Brown's focus is on support of the Navy PWS development Team with specific emphasis on A-76 compliance, facilitation, and revisions to baseline costs developed using COMPARE. The Navy exercised its option, as part of the Preliminary Planning effort, to extend that engagement through this PWS development and solicitation process outlined in the revised - 76 Circular.

US Department of Energy Residual Organization (RO) Development at the Albany Research Center Laboratory. Mr. Brown is currently assigned part-time as the Engagement Manager for the residual organization development phase outlined in the revised Circular A-76 for the Department of Energy National Energy Technology Laboratory (NETL) basic research facility in Albany Oregon, where he is responsible for all financial and technical aspects of the project. Mr. Brown's focus is on development of the staffing, organization and relationships for the remaining government elements to manage and oversight of the outcome of this solicitation.

US Department of Energy PWS Support at the Albany Research Center Laboratory.

Mr. Brown is currently assigned part-time as the Engagement Manager for the PWS development phase under the revised Circular A-76 for the Department of Energy National Energy Technology Laboratory (NETL) basic research facility in Albany Oregon, where he is responsible for all financial and technical aspects of the project. Mr. Brown's focus is on overseeing the development of all solicitation elements with specific emphasis on A-76 compliance, facilitation, and adjusted baseline costs development using COMPARE.

US Department of Energy Feasibility Review for Radiological Environmental Sciences Laboratory.

Mr. Brown recently completed a part-time engagement as Engagement Manager for the Feasibility Review (Preliminary Planning) for DOE in Idaho Falls, ID, where he was responsible for all financial and technical aspects of the project. Mr. Brown's focus was on support of the on-site DOE Feasibility Review Team with specific emphasis on A-76 compliance, facilitation, and baseline costs development using COMPARE.

US NAVY – Preliminary Planning for Non-Technical Services 1 (NTS-1).

Mr. Brown recently completed a part-time assignment as the Engagement Manager for Preliminary Planning under the revised Circular A-76 for a Navy activities related to Non-Technical Support Services of Administration, Contracting Support, and Visual Information Services across various Navy Claimancies, where he was responsible for all financial and technical aspects of the project. Mr. Brown's focus was on support of the Navy Preliminary Planning Team with specific emphasis on A-76 compliance, facilitation, and costs developed using COMPARE.

Installation Management Agency (IMA) - US Army: Fort Sam Houston/A-76

Transition to MEO. Mr. Brown served as Engagement Manager for the support to the MEO and CGA for Base Operations functions at Fort Sam Houston San Antonio, TX, where he was responsible for all financial and technical aspects of the project. This engagement involved support for the Base Operations and Support (BOS) functions for the Garrison, as well as a separate MEO win for Visual Information (VI) operations. Mr. Brown's focus was on support of the MEO with specific emphasis on business process reengineering (BPR), as the new organization transitioned to performance of the requirements as documented in the original solicitation materials and costs developed using COMPARE.

U.S. Coast Guard Service Center - Elizabeth City, NC and the Coast Guard Academy – New London, CT.

Mr. Brown was Responsible for managing an A-76 procurement Phase team engaged in specific aspects of the A-76 review process as applied to the procurement stage of the study. This analysis includes development of the Performance Work Statement (PWS) document, Quality Assurance Surveillance Plan (QASP), and Independent Government Estimate (IGE). The management responsibilities included being the focal point for all contractual matters, ensuring appropriate staffing, and tracking the financial status of the project.

Defense Logistics Agency, Defense Distribution Center. Mr. Brown served as an MEO team member supporting seven distribution centers undergoing the Government Management Plan stage of the A-76 Commercial Activities. Mr. Brown integrated the efforts of each of the seven center's senior consultant team members in analyzing each site-specific analysis and recommendations of process improvement initiatives that would contribute to improved

performance and more effective operations of the centers, including development of IHCE using WinCOMPARE2.

Defense Logistics Agency, Defense Distribution Center. Mr. Brown managed a business process reengineering (BPR) team. Identified and integrated creative business initiatives from numerous senior consultants and developed and established client deliverables. Those efforts were in support of specific aspects of BPR as applied to seven distribution centers undergoing A-76 review.

Army Material Command, Fort Sam Houston. Mr. Brown participated in the competitive source initiative for selected Base Operations functions at Fort Sam Houston San Antonio, TX under OMB Circular A-76 guidelines. Focus was on review and update of Performance Requirements Document (PRD) and other solicitation materials.

Army Material Command, Pine Bluff Arsenal. Mr. Brown supported internal initiatives in areas of Activity Based Costing (ABC), Business Process Reengineering, and Performance Management at the Army Materiel Command's Pine Bluff Arsenal.

Army Material Command, Pine Bluff Arsenal/A-76. Mr. Brown assisted in the performance of a competitive source initiative for all functions at the Army Materiel Command's Pine Bluff Arsenal under OMB Circular A-76 guidelines. Activities for this project included: job analysis, Performance Work Statement (PWS) development; Quality Assurance Surveillance Plan (QASP) development; organizational and process analysis; market surveys and best practice analysis; Most Efficient Organization (MEO) development; Technical Performance Plan development; in-house Cost Estimate using COMPARE software; transition planning; economic impact analysis; communications, and Residual Effective Organization (REO) development. Area of focus was munitions Manufacturing Operations.

Other related project work prior to December 1998. Team Leader for Engineered work standards based full plant incentive pay system in a USW union environment. Incentive coverage included support groups of inspection, tool room, maintenance, and materials handling. Developed complete plant manufacturing reporting system for small (10) machine injection molding facility that improved delivery performance from 75% to 99% on time. Set-up Spreadsheet model to generate cost estimates that resulted in a reduction of time to develop quotations, from 8 days to 3 days. Replaced functional activity based organization structure, with project management focused structure for corporate engineering group. Results led to the reduction of lead times of more than 50% for new projects, and a more predictable outcome for each program. Successfully installed computerized marketing driven forecast & planning system that improved "available to promise" order acceptance from 95% to 98% order confirmations. Developed new order entry procedures to be more responsive to customer needs. Reduced order entry time from 2 days to 4 hours. Set up complete manufacturing facility, recruited staff and installed new team in 3 months. Developed process design & chemical formulations for new polyester gelcoat, and casting resin system. Installed computerized work measurement systems in several companies that resulted in productivity improvements ranging from 10% to 40%. Headed a project to rebuild a large electro-deposition paint system that improved throughput by 100%.

Sienna Resources

Sole Proprietor. (*May 1995 – December 1998*) Engagements included contract consulting for direct client companies and in association with A & G Engineering of Shakopee, MN and the H. B. Maynard Co. of Pittsburgh, PA.

General Manager. Custom and Proprietary injection molded, and vacuum formed plastic products. These included house wares, swimming pool components, audio and video game storage products both plastic and sewn nylon. Proprietary products were marketed direct to OEM's or through mass merchandisers As General Manager, responsible for primary injection molding plant and equipment as well as a fabric cut and sew facility in Puerto Rico.

Technical Director. Injection molding battery case manufacturer, battery containers, covers, cold formed, and die cast lead terminals, commercial curbside recycling containers, and beverage crates.

Director Plant Operations. Start up Manufacturer of Polyester architectural signs and related products.

Vice-President of Operations. OEM Manufacturer of foam, and Industrial Trim components used for trucks and agricultural products. Two divisions of the company reported through this position.

Director of Manufacturing Engineering. International Custom Plastics Molding and Assembly Operation, involving precision close tolerance molding, finishing, decorating, and clean room assembly of automotive components, and medical devices.

Vice President, Engineering Operations. Multi-Discipline U.S. Engineering consulting firm, implementing MRP based computer software at user facilities throughout the U.S., and Europe. Provided implementation training, and made recommendations to Management involving actions necessary to realize system goals.

Education

Coursework in Financial Management, University of Wisconsin Madison, 1978
B.S., Industrial Engineering, University of Omaha, 1964

Training and Certification

Executive Development/Continuing Education - ongoing
ABC Technologies Inc. ABC Modeling (OROS, ABC Plus, COGNOS May 2001
AICPA Independence Training 2001 – 2005

Robert L. Chapman

Robert Chapman is a Senior Consultant in Grant Thornton Global Public Sector with 30 years of experience in government contracting. He holds a bachelors degree from an accredited university and has taken numerous courses relating to government contracting. He has been managing projects responsible for client coordination, supervision, budget, and quality control since 1977.

In his career, he has served variously as a consultant, team lead, project manager, and program director. While at E.L. Hamm & Associates, he was acting director of the Systems Engineering & Logistics directorate over more than 50 engineers, logisticians, technical writers, and support staff with four major Navy contracts. He personally managed two of the contracts, which included 33 logisticians, technical writers, technical data specialists, and support personnel. His responsibilities included negotiating task orders, hiring/firing/evaluating personnel, tracking expenses against budget, assisting clients with special project planning and execution, and quality control of deliverables. At Grant Thornton he has been team lead for A-76 contracts for the Coast Guard, Customs & Border Protection, and Navy.

His experience has included both sides of the A-76 firewall. He has developed work breakdown structure and work measurement standards for more than 18 years for the Department of the Navy, Defense Logistics Agency, Department of Commerce, and Department of Agriculture. Last year he worked on A-76 commercial activities projects for the Defense Distribution Center in Harrisburg, PA, and he performed five post-MEO audits for the Army Installation Management Agency. He has served as facilitator and trainer at numerous A-76 meetings and training classes and as facilitator at more than 50 Delphi conferences. He has just completed all work as team leader on the MEO team for a study of buoy maintenance for the US Coast Guard at the Integrated Support Command in Alameda, California, and the Integrated Support Command in Honolulu, Hawaii. He is currently working on three streamlined studies for the Customs and Border Protection (Department of Homeland Security). His earlier experience included development of technical and logistics documentation principally for the Navy and for other military and federal civilian agencies. He holds a bachelor's degree from the University of North Carolina. He has a DoD SECRET clearance.

Mr. Chapman served as a commissioned officer in the Naval Reserve for three years aboard a Norfolk-based aircraft carrier and on the staff of the Commander, Naval Air Force, Atlantic Fleet, in Norfolk. He was assistant documentation manager with Unidyne Corporation for two years working on Navy contracts, Director of Technical Publications for Stanwick Corporation for nine years working primarily on Navy contracts, Proposal Manager for Superior Engineering for a year, Senior Analyst and Program Manager with E.L. Hamm & Associates for 16 years working for the Navy and other Federal agencies, and a senior consultant with Grant Thornton for more than two years. Mr. Chapman was twice awarded the Thomas E. Hanson Editorial Award of Excellence by *Plant Engineering* magazine for his articles describing the methodology for determining the staffing requirements of an industrial

maintenance organization and for conducting in-plant maintenance training. He has had articles in other professional engineering and safety periodicals.

Grant Thornton LLP (October 2003 – present)

Senior Consultant, Global Public Sector

Mr. Chapman is currently team lead involved with developing a Performance Work Statement and other solicitation documents for Base Support Vehicles and Equipment (transportation) for the Naval Facilities Engineering Command Mid-Atlantic. The work involves the work of approximately 400 full-time personnel at major Navy bases throughout the Hampton Roads, Virginia, area including Naval Station Norfolk, Naval Air Station Oceana, Naval Amphibious Base Little Creek, Norfolk Naval Shipyard, Naval Weapons Station Yorktown, and various smaller installations. The documents developed during the project will serve as the templates for other Naval Facilities Engineering commands throughout the country. He has the additional role of providing direct support to the Navy Technical Represent (PWS team leader) and various government team members on a daily basis even when other Grant Thornton team members are working from the home office.

He recently served as team lead for preliminary planning for Base Support Vehicles and Equipment (approximately 400 full-time equivalent personnel) and Environmental Services (approximately 100 full-time equivalent personnel) at Navy bases throughout the Hampton Roads area. The project included interviewing personnel performing a wide range of technical functions, developing work breakdown structure to represent the work performed, and gathering workload data for two fiscal years.

He was team lead in developing most efficient organizations for three studies for Customs and Border Protection, an agency of the Department of Homeland Security. Functions included payroll processing, personnel processing, and position classification. His role involves training of government personnel, developing an organizational strategy, and calculating costs for the competitions. Last fall, he completed an agency tender as team lead for Aids to Navigation Buoy Maintenance and Ancillary Services at Yerba Buena Island, CA, and Honolulu, HI. The functional area involved overhauling and outfitting sea buoys plus additional services including forklift and crane services as well as sandblasting, welding, and painting services for Coast Guard cutters and shore commands. His work involved training and advising government team members; data collection and analysis; and development of a technical proposal, quality control plan, phase-in plan, other plans, position descriptions, and Agency Cost Estimate using COMPARE.

Mr. Chapman earlier visited Dugway Proving Ground, Utah, Fort McCoy, WI; and Fort Leavenworth, KS, to perform five post-MEO reviews for the Army's Installation Management Agency. The reviews covered the functional areas of information management, facilities services, human resources and community services, training support, and personnel support. The reviews included research, interviews, and analysis to confirm the transition to the Most Efficient Organization was accomplished on scheduled, that the quantity of work was according to the schedule, that the quality was as specified in the Performance Requirements Summary, and the MEO's cost did not exceed that proposed in the In-House Cost Estimate.

Mr. Chapman was previously a member of the Most Efficient Organization Review Team supporting the A-76 Project Office at the Defense Distribution Center in Harrisburg, PA, which is part of the Defense Logistics Agency. As an MEO Review Team member, he has scrutinized all management plan documents for A-76 studies at Defense Distribution Depots at Puget Sound, Washington; Tobyhanna, Pennsylvania; Corpus Christi, Texas; and Anniston, Alabama. The management plan documents comprised the Most Efficient Organization; Analysis and Recommendations; Current Operations; Technical Performance Plan; and Mobilization, Sustainment, and Disaster Recover Plan. He also revised the Quality Assurance/Customer Satisfaction Plan for each of the four studies. He also assisted in researching cost information and entering data for In-House Cost Estimates using COMPARE.

E.L. Hamm & Associates, Inc. (May 1987 – October 2003)

Mr. Chapman began as a team leader for a Department of Agriculture study developing work measurement standards for the Resource Management System, which tracked work accomplishment and productivity for more than 1,000 field offices across the country. The projects involved managing from two to a dozen consultants. Within two years, he was project manager and remained with the project manager through five contracts. In his third year with the firm he was named assistant director of the Systems Engineering & Logistics Directorate and later became acting director. The directorate comprised project teams to support four major Navy contracts with the Naval Sea Systems Command, Naval Mine Warfare Engineering Activity, and the Naval Electronic Systems Engineering Center. The directorate had more than 50 engineers, logisticians, technical writers, technicians, and support personnel. He personally assumed direct project management of a contract with the Naval Electronic Engineering Center and was instrumental in its growth from 3 personnel to 33.

Toward the end of his tenure with the firm, he focused principally on projects involving studies per Office of Management and Budget Circular A-76. He worked on A-76 commercial activities studies for various Navy commands and the Department of Commerce's National Institute of Standards and Technology. He worked closely with clients to develop work breakdown structure to define work performed and assisted in preparation of performance work statements. He gathered workload data. He conducted numerous Delphi conferences to develop work measurement standards for the Most Efficient Organization. He developed options for most efficient organizations and presented the options to senior management. He was often a functional team lead in charge of other consultants.

He consulted with clients to deal with specific issues involving work definition, workload data, and contractibility. He was involved with A-76 studies at Naval Air Station Lemoore (base operations), Naval Educational and Training Professional Development Center (information technology and visual information), Defense Activity for Non-traditional Education Support (administrative and logistic support – streamlined study), Chief of Naval Education and Training (training development & support and library services), Naval Air Maintenance Training Group (training development & support), Naval Submarine Base New London (civil engineering), Naval Ship Systems Engineering Station (technical and training support), the Naval Sea Support Center Pacific in San Diego and Pearl Harbor (administrative and logistic support). Supported other studies in developing work breakdown structure and conducting Delphi conferences to resolve work standards issues.

His study at National Institute for Standards and Technology involved contracting, human resources, logistics, acquisition, occupational health & safety, fire department, custodial services, graphics and printing, facilities support, public & business affairs, and civil rights.

For eight years, he served as program manager for five contracts for the Department of Agriculture, involving three agencies. The primary focus of the projects was to establish work measurement standards for more than 2,000 field offices. The standards were used in the Resource Management System, which tracked field office activity and productivity. In addition to developing work breakdown structures for each of the major programs, served as the facilitator for Delphi workshops in order to formulate requirements for emerging programs passed by Congress since there was no field experience upon which to draw. The firm received letters from conference participants lauding Mr. Chapman for his in-depth knowledge of agency operations and for his insight on translating congressional intent into practical application at the field level.

He presented findings to high-level executives including the agency administrator, various senior executive service officials (deputy administrators and assistant administrators), department directors, and representatives from the Department of Agriculture, the Office of Management and Budget, and the Congressional Budget Office. Visited state, district, and county field offices in 20 states to validate data before preparing the final reports. Made a presentation to state directors and senior Washington officials at a conference held in Spokane, Washington. Other studies performed for the Farmers Home Administration included an analysis of the Farmers Home Administration's information technology help desk function. The study results, praised by the Assistant Administrator, were used to improve responsiveness of the help desk to assist field office personnel. In another study, used knowledge of the Resource Management System and agency operations to justify more equitably redirecting staff positions away from the Rural Housing Service to the Farm Service Agency during a major USDA reorganization.

As Acting Director of the System Engineering and Logistics Directorate, he directly managed a large technical publications and logistic services contract with the Naval Electronic Systems Engineering Center in Portsmouth. He was also responsible for management oversight of logistics contracts with the Naval Sea Systems Command in Washington and the Naval Mine Warfare Engineering Activity in Yorktown.

He worked on various video projects for Navy, Department of Agriculture, and State of Virginia as producer/director and scriptwriter. He was also involved in various training projects for the Air Force and the Federal Aviation Administration.

Superior Engineering and Electronics (April 1983 – May 1984)

He prepared technical and cost proposals for 13 months, capturing more than \$13.5 million in new business involving manufacturing and repair of electronic equipment for military clients. He supervised a staff of five professionals.

Tracor (January 1986 – April 1983)

He developed or edited technical manuals and specifications for the Navy and Air Force.

Old Dominion University (1978-1983)

He taught evening non-credit courses in technical writing and editing for five years as an adjunct instructor.

The Stanwick Corporation (January 1977 – January 1986)

Director of Technical Documentation

Served as the project manager and senior editor on a number of projects for the federal government, including the Navy, Army, Federal Aviation Administration, National Weather Service, and Maritime Administration. Projects involved development of technical manuals, training courses, engineering drawings, maintenance plans, software documentation, integrated logistic support plans, and videotape based training programs. He developed and taught a course for civil service and contractor employees in the operation and maintenance of color radar weather display equipment. He also taught several classes in technical writing to Navy personnel. For the Maritime Administration, he wrote scripts, directed on-site shooting, and assisted with tape editing for videotape training for engineering plant start-up of ready reserve merchant ships. During that time, he served as chapter chairman of the Tidewater Chapter of the Society of Logistics Engineers.

Unidyne Corporation (August 1975 – January 1977)

Assistant Documentation Manager

Mr. Chapman wrote and edited technical manuals for Navy publications including electronic surveillance, radar, sonar, and communication equipment.

US Navy (July 1972 – July 1975)

He served as a deck officer on the aircraft carrier USS America, communications watch officer and assistant public affairs officer for the staff of Commander Naval Air Force Atlantic, and as an editor for *Fathom* (surface and submarine safety) and *Lifeline* (industrial safety) magazines at the Naval Safety Center.

Education

A.B., Journalism, University of North Carolina at Chapel Hill, 1972

Business courses, Old Dominion University (accounting, economics, finance), 1977-1978

National Contract Management Association (various seminars on government contracting)

Security Clearance

SECRET, Department of Defense

Military Service

Lieutenant Junior Grade, US Naval Reserve (active duty July 1972 – July 1975)

Publications

Fathom and *Lifeline* magazines, US Naval Safety Center, various articles on ship and industrial safety

Designed various brochures for US Navy and US Army clients

Plant Engineering magazine, "Designing a Maintenance Training Program"

Plant Engineering magazine, "Determining Maintenance Manpower Requirements"

Plant Engineering magazine, "Automating Maintenance Management"

Facilities Management, Operations & Engineering magazine, "How to Conduct a Maintenance Audit"

Facilities Management, Operations & Engineering magazine, "Defining and Reducing Downtime"

Computer/Electronic Service News magazine, letter to the editor

Awards

Twice awarded the Thomas E. Hanson Editorial Award of Excellence by *Plant Engineering* magazine for articles relating to maintenance training and maintenance manpower

Alex (John) Harman

Mr. Harman has seven years of federal government experience, including conducting performance audits for the Department of Defense and conducting Office of Management and Budget (OMB) Circular A-76 studies, including preliminary planning, developing Performance Work Statements, Agency Tenders, and other business process reengineering efforts. He has significant experience in organizational design, benchmarking, facilitation, and data assimilation. Mr. Harman is an expert at Grant Thornton for OMB Circular A-76 costing policy, developing Agency Cost Estimates (ACE) and a subject matter expert for the ACE development software, COMPARE. Mr. Harman has developed, facilitated and participated in numerous courses dealing with OMB A-76 studies, in particularly, A-76 costing methodology and the use of COMPARE.

Grant Thornton LLP

Senior Consultant, Global Public Sector (May 2002 – Present)

Federal Aviation Administration, Business Case Analysis. Mr. Harman is currently leading a business case analysis on real estate asset management for the Office of Enterprise Solutions within the Federal Aviation Administration. Mr. Harman is overseeing one Grant Thornton consultant and one subcontractor while working with the government Client on a daily basis. Some of the tasks in the early phase of the business case analysis include defining the scope of the function, collecting program specific information, i.e., costs, FTEs, to document the current organization, and interviewing personnel throughout the Administration to determine current processes and procedures.

Department of Energy, Agency Tender (AT) development, OMB A-76 Competition.

Mr. Harman recently completed an AT development effort for the New Brunswick Laboratory located in Argonne, IL. The primary functions of the laboratory included nuclear reference material development and measurement evaluation services. Mr. Harman led a team of ten federal employees and one subcontractor in the various tasks associated with developing an AT, including a benchmarking exercise to determine best practices in the industry, facilitating a process improvement brainstorming session, and analyzing current and future workload and requirements to allocate the most efficient use of resources in the new organization. Mr. Harman was also responsible for developing the Agency Cost Estimate, using the OMB required costing software, COMPARE.

Federal Aviation Administration, Cost Proposal Evaluation, OMB A-76 Competition.

Mr. Harman co-led an effort to evaluate five cost proposals submitted by potential providers of services offered by 58 Air Flight Service Stations across the United States. As part of this task, Mr. Harman was responsible for logging the proposals, performing compliance, price reasonableness, and cost realism checks on all proposals, and ensuring the Agency Tender's (AT) COMPARE submission was developed in accordance with the solicitation and OMB A-76 regulations. The value of the competition was \$1.7 billion over ten years.

Federal Aviation Administration, Performance Work Statement (PWS) Development, OMB A-76 Competition. Mr. Harman assisted the FAA in developing a PWS for the services offered in 58 AFSS across the United States. As part of this task, Mr. Harman collected and analyzed data relevant to the creation of the PWS, technical exhibits, and Independent Government Estimate (IGE). Mr. Harman managed the technical writing of requirements to be included in this document.

Defense Logistics Agency, Defense Distribution Center, OMB A-76 Competition, Management Plan Development. Mr. Harman participated as a member of the Most Efficient Organization (MEO) team at HQ DDC, Susquehanna, PA. Responsibilities included conducting MEO, COMPARE, and costing training to the various MEO field teams. He was responsible for reviewing Management Plan (MP) deliverables and providing feedback to ensure accuracy and completeness of each document. His center focus was to provide input on each ACE and COMPARE submission created by the MEO field teams and ensure that they have been created in accordance with OMB A-76 costing policy.

Federal Aviation Administration, OMB A-76 Competition. Mr. Harman participated in the first task order of an A-76 Competition of AFSS across the United States. As part of this task order, he analyzed the FAIR Act Inventory for 2000 -02 and made recommendations for the resubmission of their 2002 inventory. After inventory submission, he helped to conduct a study to determine if the functions chosen for a cost comparison study were feasible for study. As part of this study, he independently conducted a market research survey to determine industry interest and capability. Mr. Harman also helped make recommendations to the FAA regarding the feasibility of including selected functions for a cost comparison study.

Andersen

Consultant (October 2000 – May 2002)

Naval Public Works Center (Washington Navy Yard), OMB A-76 Study, Management Plan Development. Independently prepared the In House Cost Estimate (IHCE) in accordance with the DoD A-76 Costing Manual using DoD mandated costing software, win.COMPARE². Gathered and analyzed current organizational charts, position descriptions, historical workload and staffing data to develop the MEO. In addition, Mr. Harman assisted in drafting the Transition Plan (TP), Technical Performance Plan (TPP), and MEO.

Defense Logistics Agency, Distribution Depot Columbus, Ohio (DDCO), Post MEO Review. Mr. Harman confirmed that DDCO was performing the services required in the PWS and reviewed actual costs to validate conformance with the IHCE. As part of this task, he interviewed appropriate authorities and review subjects, reviewed and analyzed Performance Period 1 workload plans and MEO deviation requests, and matched first-year budgeted costs in the DoD mandated costing software, win.COMPARE², with first-year actual costs. He also acted as liaison between client and review subjects throughout the length of the engagement.

Defense Logistics Agency. Document Automation and Production Services (DAPS), Independent Review. Mr. Harman reviewed each section of the Management Plan to verify each document was developed in accordance with OMB Circular and DoD guidance. As part of this task, he verified the cost of the IHCE using win.COMPARE², the DoD mandated costing software, and that the cost of the IHCE was in accordance with the A-76 Costing Manual and other applicable guidance.

Defense Logistics Agency, Distribution Depot Richmond, Virginia (DDRV) and Distribution Depot Albany, Georgia (DDAG), Independent Review. Mr. Harman reviewed each section of the Management Plan to verify each document was developed in accordance with OMB Circular and DoD guidance. As part of this task, he verified the cost of the IHCE using win.COMPARE², the DoD mandated costing software, and that the cost of the IHCE was in accordance with the A-76 Costing Manual and other applicable guidance

Department of Defense, Office of Inspector General

Auditor (July 1999 – October 2000)

Bulk fuels infrastructure requirements audit at Naval Air Station Rota (Spain) and Moron Air Base (Spain).

Education

B.S., Accounting, Virginia Polytechnic Institute and State University, Summer 1999

Software

Microsoft Office Suite, COMPARE

Affiliations

Association of Government Accountants

Clearance

Secret (inactive)

Amy L. Jennaro

Ms. Jennaro has had numerous experiences managing supporting high visibility A-76 projects, including working with the Navy to conduct Preliminary Planning for both the Non Technical Services I and Fuel Facilities studies. Ms. Jennaro has worked on all aspects of Preliminary Planning, including developing the scoping, grouping, baseline costing and market research deliverables. During her time at Grant Thornton, she has worked on numerous other A-76 projects, including supporting a standard competition at the Department of the Navy and several streamlined competitions at the Office of Personnel Management as well as conducting Preliminary Planning at the US Patent and Trademark Office. She has also worked on a multi-million dollar project at the US Department of the Army to streamline service provision across the entire organization.

Grant Thornton LLP

Senior Consultant, Global Public Sector (August 2006 – Present)

Consultant, Global Public Sector (May 2004-July 2006)

United States Department of the Navy—PWS Development. Provided A-76 Standard Competition Support for the Non Technical Services 1 (NTS-1) Competition. Duties include developing the final Work Breakdown Structure (WBS) and developing Sections B, J, K, L and M of the solicitation.

United State Department of the Navy—Preliminary Planning. Provided A-76 Preliminary Planning support for the Navy Fuel Facilities Services. Tasks include developing a Work Breakdown Structure (WBS), researching and developing Scoping and Grouping reports, conducting market research, analyzing and reporting on stakeholders/customers, developing a structure for capturing workload and providing costing analysis.

United States Department of the Navy—Preliminary Planning. Provided A-76 Preliminary Planning support for the Navy Non-Technical Services I project. Tasks include developing a Work Breakdown Structure (WBS), researching and developing Scoping and Grouping reports, conducting market research, analyzing and reporting on stakeholders/customers, developing a structure for capturing workload and providing costing analysis.

Office of Personnel Management—Streamlined Competition. Provided support as a member of the Streamlined Competition Acquisition Team for Performance and Career Development Services. In order to provide A-76 support for an organization that is still in the process of being developed, she facilitated numerous working sessions with the Acquisition Team to develop a WBS and develop workload. Other duties and responsibilities include: developing a POAM, the QASP, the RD and the ECP.

Office of Personnel Management—Streamlined Competition. Provided support as a member of two Acquisition Teams supporting IT and Building Operations Services. Duties

and responsibilities included developing the POAM and the kick-off PowerPoint presentation. Took the lead in developing all project deliverables including the ECP, the QASP, the WBS and the RD.

United States Patent and Trademark Office—Preliminary Planning. Provided support as a member of Preliminary Planning Team, including developing a tool that provided statistical analysis for the results of an internal survey to determine costing and staffing information for the function under study. Developed the POAM and the kick-off PowerPoint presentation. Took the lead in developing the MEO and the Agency Cost Estimate (ACE) that provided to final costing and requirements information for a potential streamlined competition.

General Services Administration—MEO Review. Developed and implemented an Independent Review for two GSA streamlined competitions, including analyzing the Most Efficient Organization (MEO) document to ensure it met A-76 requirements. She also provided cost analysis support in COMPARE to ensure the costs met the requirements of an A-76 streamlined competition

US Department of Education—Communications Development. Developed a comprehensive framework for Communications on a complex, multi-company task that involved developing the framework and implementation strategy for the integration of key technology services and processes at the US Department of Education—Federal Student Aid. Key responsibilities included managing the schedule and timeline of key deliverables, including developing a marketing strategy for informing the FSA Community about Integration and redeveloping the Integration website. She also conducted research and worked with team members on the strategy for a comprehensive stakeholder analysis

US Department of the Army, Installation Management Agency—BPR Development. Coordinated the Common Levels of Support process for the US Department of the Army, a reorganization effort to provide common standards of service to soldiers and their families living on army installations around the world. Tasks included analyzing and detailing the costs of services, providing support during the coordination and implementation of facilitated sessions with subject matter experts to determine service priorities and ensuring tasks were completed within the schedule.

Education

Master's of Public Administration, American University, May 2004

Bachelors Degrees, Political Science and Journalism, University of Oregon, June 2002

Awards

Phi Alpha Alpha Public Administration Honor Society Member, 2004

Magna Cum Laude Graduate, 2002

Phi Beta Kappa Member, 2002

Sam Girotra

Mr. Girotra is a Consultant in the Grant Thornton Global Public Sector. His undergraduate studies at The College of William and Mary provided him with a solid background in financial and statistical modeling. Prior to joining Grant Thornton, Mr. Girotra implemented process re-design in the accounting department at Berlitz Languages, and developed a cross-cultural program between The College of William and Mary and Keio University while in Fujisawa, Japan.

Grant Thornton LLP

Consultant, Global Public Sector (January 2004 – Present)

Farm Service Agency. Mr. Girotra assisted in the development of an Agency-wide Activity Based Costing model. He created cost by organization report in Excel for the over 2,000 individual organizations in the FSA. He also developed and maintained a data warehouse of FSA activity and product allocation survey results used to distribute Salary and Expense dollars in an Activity-Based Costing (ABC) Model. Mr. Girotra derived cost/efficiency metrics for individual FSA organizations from ABC model output including cost-by-activity, cost-by-product, and cost-per-unit. He maintained the business framework used as the basis of the final cost model. In addition, he assessed the Agency's reimbursable agreements and developed requirements/codes that would afford the Agency more transparency into the cost of work performed for external customers.

Department of Interior. Mr. Girotra assisted in the development of an as-is Universal Activity model for the Department of Interior and its Bureaus. He analyzed relationships between the activities and outputs of the department with those of the bureaus. He also formed relationships in IDEF0 format using Popkin System Architect software.

Installation Management Agency. Mr. Girotra conducted five post reviews of OMB Circular A-76 studies. He determined whether the MEO was implemented in accordance with the Management Plan, verified that the MEO performed the work of the PWS within the defined quality standards, and audited actual costs for comparison against the estimated costs from the In-House Cost Estimate. He also developed draft and final reports and composed reports for IMA Headquarters.

United States Navy. Conducted Independent Reviews of 9 OMB Circular A-76 studies for functions including: Public Works; Morale, Welfare and Recreation; Information Technology and Motor Vehicle Operations. Mr. Girotra reviewed the Solicitation, Management Plan, and In-House Cost Estimate (IHCE) to ensure compliance with all applicable guidance. He ensured that the Management Plan reasonably established the ability of the Most Efficient Organization (MEO) to accomplish the work as required by the Performance Work Statement (PWS). He ensured that all costs entered into the In-House Cost Estimate using the COMPARE software were fully justified and calculated in accordance with the A-76 Supplemental Handbook, DOD Costing Manual. Mr. Girotra worked with CA teams to

correct any deficiencies or deviation from guidance. He successfully guided all studies through the Independent Review Official's (IRO) certification process. He also conducted two Post MEO Reviews of OMB Circular A-76 studies. Determined whether the MEO had been implemented in accordance with the Management Plan, verified that the MEO performed the work of the PWS within the defined quality standards, and audited actual costs for comparison against the estimated costs from the IHCE. Developed reports and draft letters for the Office of the Chief of Naval Operations (CNO), Strategic Sourcing Branch outlining the results of the review and recommended corrective action as necessary.

Berlitz Languages

Staff Accountant (August 2002 – December 2003)

Analyzed variances in general ledger accounts to ensure accurate revenue recognition. Reconciled approximately \$60,000 in account variances that would have otherwise been expensed. Saved thousands in postage by eliminating paper-based transfer of credit invoices to overseas Language Centers and implementing email-based transfer. Developed prototype access database that would automate credit card reconciliation analysis and increase departmental efficiency. Filed state sales and property taxes for North American Language Centers.

The College of William and Mary/Keio University SFC

Academic Development Intern (Summer 2002)

Researched existing collaborative efforts between The College of William and Mary and Keio University in order to develop a proposal for a new cross-cultural program; both institutions expressed interest in sponsorship of the program. Hosted weekly sessions where the administration and students of Keio University could practice English and engage in dialogue about aspects of American society such as politics, economics, and mass culture. Created and maintained a website, which tracked progress of projects and provided information about the program to future participants. In addition, filmed and edited an informational video about program.

Education

B.B.A., Finance, The College of William and Mary, 2002

Computer Skills

MS Office Suite, COMPARE Version 2.0, Dream Weaver, Adobe Premiere 6.5, Adobe Illustrator 10;

Publications

Greening the Green and Gold: 2002 Environmental Assessment of the College of William and Mary; *Investments and Donations*.

Elizabeth S. Browning

Miss Browning recently graduated from Christopher Newport University. While in school she was part of the prestigious President's Leadership Program and Political Science Honor Society. She was active in several community service projects. Her courses focused on state and local government, with a minor in Leadership studies. Miss Browning is a team player and a great motivator. She possesses excellent interpersonal and communication skills and is a proficient writer. Miss Browning has experience with preparing and writing proposals, data collection and A-76 PWS development.

Grant Thornton LLP

Consultant, Global Public Sector (June 2006 – present)

US Navy, BSVE Transportation PWS Development (currently engaged)

Currently working on an engagement with the US Navy in Norfolk, Va. The team is in the Performance Work Statement development phase for BSVE transportation. Miss Browning is the administrative support for the project. She is responsible for document changes and updates, compiling section J attachments, maintaining the team website and the editing and reviewing of documents. She has also performed extensive research to locate rules, regulations and operation manuals that contain relevant information about transportation requirements within the US Navy.

State and Local Managed Competition Research (September, 2006)

Researched state and local networking opportunities, upcoming conferences, and organizations. Researched and reported on states, cities, and counties involved with managed competition, competition practices and success stories. Organized and compiled the research into summary memorandum for firm leadership.

Professional Services Council Survey Report (June 2006 – September 2006)

Miss Browning created a database in Excel of acquisition and procurement officials' answers to the twenty questions, tallied the answers to questions requiring a scaled response, continually updated the database as new surveys were submitted, and analyzed trends found in the responses. The questions were then grouped into People, Process, and Profit categories. The responses were grouped in this manner to best reflect the theme. Miss Browning also researched external sources for information to support the findings of the survey. Miss Browning then designed charts and graphs illustrating the information. Miss Browning supported the project throughout the development and writing phases.

Fauquier County Circuit Court

Public Service assistant (May 2005 – August 2005)

Assisted the Circuit Court clerks, law clerks, and record's room in multiple tasks. Updated law files, labeled deeds, assisted lawyers and the public. Performed genealogy and deed research in the record room. Issued/accepted business licenses, marriage licenses, concealed-weapons permits, passport applications.

Education

B.A Political Science, Leadership minor, Christopher Newport University, 2006.

Training and Certifications

A-76 Competitive Sourcing Training through the Potomac Forum

Computer Skills

Microsoft Office

Associations

Pi Sigma Alpha

President's Leadership Program

Lauren Ayer

Ms. Ayer is a Consultant in the Grant Thornton Global Public Sector. Her undergraduate studies at The University of Seton Hill provided her with a thorough foundation in quantitative and statistical analysis. Ms. Ayer possesses exceptional organizational and time management skills. She works very well in a team atmosphere both as a team player and leader.

Grant Thornton LLP

Consultant, Global Public Sector (July 2006 – Present)

Transportation Security Administration. Currently engaged at the Transportation Security Administration's (TSA) Office of Operational Process and Performance Metrics (OPPM) within the Operational Process and Technology (OPT) Division. Ms. Ayer is currently supporting both the organization's performance measurement needs and TSA's mandate to be a performance-based, risk-managed organization. She is currently performing support subtasks for the Homeland Security and Sector Performance Measure related to user support, user signoff, training, and documentation activities on both the MicroStrategy based Performance Information Management System Business Intelligence Tool (PIMS BI Tool) and the Performance Measurement Information System (PMIS). She is also working with performance measures in the Field to manage and improve effectiveness and efficiency of the screening operations and personnel management by conducting analyses to assist senior management in identifying systematic and localized improvement opportunities and providing data and information to support implementation of related improvement initiatives. Ms. Ayer also conducts monthly trainings on the PIMS BI Tool and PMIS systems to new field users, as well as leads bi-weekly conference calls and monthly forums on the PMIS and PIMS systems, respectively.

Department of the Interior. Ms. Ayer gained exposure to EMS solution offering through the DOI CFO contract and other engagements with the DOI Bureaus. Assisted in the gathering and analyzing of the National Park Service, Bureau of Land Management, and Fish and Wildlife Service ABC and Performance Measurement System. Contributed to various project related materials through project status presentations and report, specifically Task 6.4 Interim Deliverable—Inventory of cost and performance management systems and identification of potential best practices, as well as the analysis of findings in deliverables in all of Task 6— Activity-Based Costing and Management— Performance Budget and ABC/M Gap Analysis

Engagement Management Solutions (EMS) Internal Operations Improvement Initiative. Contacted and networked with numerous EMS employees to update résumés. Ms. Ayer reviewed and edited all résumés to assure completeness and correctness in both content and appearance. Completion of this special project provides improved ease and accuracy during proposal development processes.

Union Building and Loan Savings Bank

Intern (May 2005 – August 2005)

Ms. Ayer dealt with and was accountable for cash funds of over \$5000 on a daily basis. In addition to registering and opening accounts for new customers, she also accessed the homeland security database to perform background checks on new and existing customers. Ms. Ayer regularly associated with executive and upper level management to assist with various assignments and duties. Ms. Ayer also assisted in the preparation for an FDIC and State Bank examination.

Education

B.A., Mathematics with a concentration in Business and Finance, The University of Seton Hill, 2006

Computer Skills

Microsoft Word, Excel, PowerPoint

Associations

Alpha Lambda Delta Honor Society